

Virginia State Library and Archiv

UNIVERSITY OF ILLINOIS - URBANA



N30112018582954A

**Virginia Public
Library
Trustee Handbook**

U. OF I.
LIBRARY AT
URBANA-
CHAMPAIGN



Virginia Public Library Trustee Handbook

Prepared by Ida R. P.
Virginia State Library and
Public Library Development
Richmond, Virginia
1991

NOTICE: Return or renew all Library Materials! The Minimum Fee for each Lost Book is \$50.00.

The person charging this material is responsible for its return to the library from which it was withdrawn on or before the **Latest Date** stamped below.

Theft, mutilation, and underlining of books are reasons for disciplinary action and may result in dismissal from the University.
To renew call Telephone Center, 333-8400

UNIVERSITY OF ILLINOIS LIBRARY AT URBANA-CHAMPAIGN

JUN 02 1992

APR 15 1988A

MAR 22 1991

OCT 12 1997

MAR 05 1998

MAR 05 1998

JUN 02 2001

APR 22 2001

**PUBLISHED BY AUTHORITY OF THE
VIRGINIA STATE LIBRARY BOARD**

Robert C. Nusbaum, Chairman
Joseph C. Kearfott, Vice-Chairman
Patricia Wilson Berger
Ruth Anne M. Brooks
Andrew M. Cole
Dorothy N. Cowling
James Paxton Davis
Margaret P. Forehand
Arlene S. Levine
Andrew H. McCutcheon
Edgar E. MacDonald
John W. A. Parsons
Roberta C. Rickers
M. O. Roache, Jr.
Hilda Y. Warden

John C. Tyson
Virginia State Librarian
Nolan T. Yelich
Assistant State Librarian
Anthony G. Yankus
Public Library Development Division Director

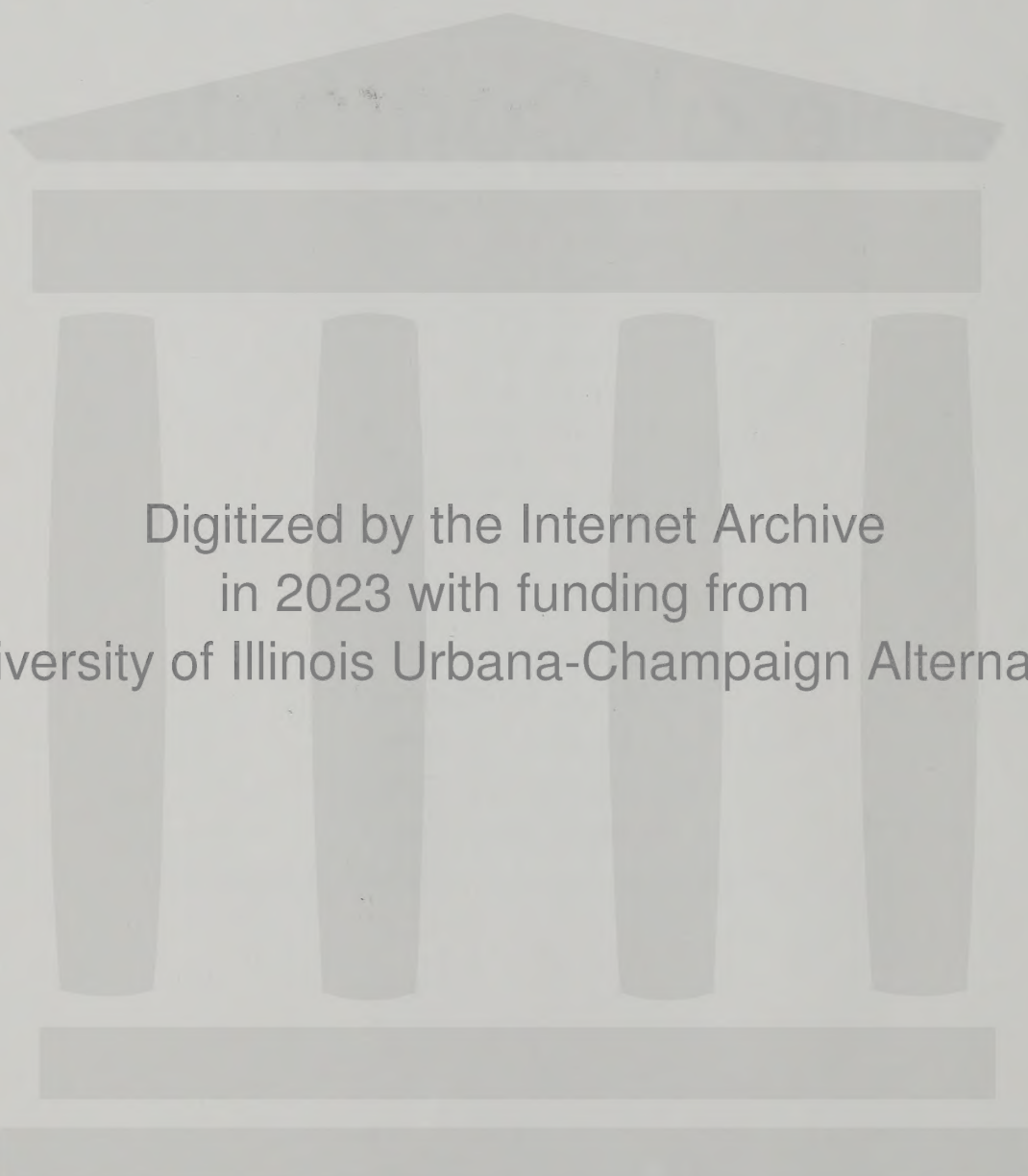
This handbook was prepared as an
educational resource and should not replace legal advice.

Published by the Virginia State Library and Archives with funds granted
under the Library Services and Construction Act, P.L. 98-480.

Q.021.8209755

P278v

Table of Contents



Digitized by the Internet Archive
in 2023 with funding from
University of Illinois Urbana-Champaign Alternates

<https://archive.org/details/virginiapublicli00patt>

TABLE OF CONTENTS

Foreward.....	vii
Acknowledgments	viii
Introduction.....	ix

I. Library Boards in Virginia

Types of Boards	1
Governing and Advisory Boards.....	2

II. Becoming a Trustee

What is a Library Board of Trustees?	1
Selection and Appointment of Trustees	1
Qualifications of Trustees.....	2
What Does a Trustee Do?	4
Orientation	5

III. Board Organization

Bylaws	1
Board Meetings	2
Guidelines for Effective Board Meetings	4

IV. Policy Making

Basics of Policy Making	1
Types of Library Policies: External and Internal	4
Summary of Responsibilities for Policy Making	8

V. Personnel

Hiring A New Director.....	1
Relationship between the Board and the Director	4
Trustees and Staff Relationships	5
Evaluating the Library Director.....	5
Summary of Personnel Responsibilities	9

Lib. Sci. gift 8-19-91

VI. Finances

Funding	1
Funding Sources	1
Local Government Support	2
State Aid	2
Federal Funds	2
Miscellaneous Sources of Funding	3
Budgeting	3
Steps in Budget Preparation	4
Presenting the Budget	5
Implementing the Budget	5
Summary of Financial Responsibilities	7

VII. Legal Responsibilities

Areas of Liability	1
Indemnification	2
Guidelines For Preserving the Public Trust	3
Summary of Legal Responsibilities	4

VIII. Library Planning

What is a Plan	1
How is a Plan Developed	2
Benefits of a Plan	3
Recipe for a Plan	3
Planning Library Buildings	4
Questions and Answers About Buildings	7
Construction Timetable	9
Funding for Buildings	10
Summary of Responsibilities for Planning	11

IX. Trustees and the Political Process

Lobbying	1
The ABC's of Lobbying for Library Trustees	2

X. Public Relations

Publicity	1
Board Responsibilities	1

XI. Friends of the Library

Working with Friends	1
What are Friends For	1

XII. Volunteers

XIII. Virginia State Library and Archives

Mission	1
Library Division	1
Public Library Development Division	2
Archives and Records Division.....	2
Automated Systems and Networking Division.....	3
Administrative Service	3
How the State Library Can Help.....	4
Selected Publications of the Virginia State Library and Archives	8

XIV. Organizations

American Library Association	1
American Library Trustee Association.....	1
Friends of Libraries USA	2
Southeastern Library Association.....	2
Virginia Library Association.....	2

XV. Glossary of Library Terms

XVI. Bibliography

XVII. Appendix

Laws Governing the Establishment of Public Libraries in Virginia	1
Laws Governing Grants-in-Aid to Public Libraries	4
Certification Law	7
Requirements Which Must be Met in Order to Receive Grants-in-Aid	9
Public Library Boards in Virginia	13
Library Bill of Rights	17
Freedom to Read Statement.....	45
Freedom to View Statement	46
The National Plan.....	47
Contacting Your Legislator	49
Writing to Your Legislator	50
Eleven Points of Effective Lobbying.....	51
Ethics Statement for Public Library Trustees	53
Golden Rules for Board Members	54

Chapter I	1
Chapter II	11
Chapter III	21
Chapter IV	31
Chapter V	41
Chapter VI	51
Chapter VII	61
Chapter VIII	71
Chapter IX	81
Chapter X	91
Chapter XI	101
Chapter XII	111
Chapter XIII	121
Chapter XIV	131
Chapter XV	141
Chapter XVI	151
Chapter XVII	161
Chapter XVIII	171
Chapter XIX	181
Chapter XX	191
Chapter XXI	201
Chapter XXII	211
Chapter XXIII	221
Chapter XXIV	231
Chapter XXV	241
Chapter XXVI	251
Chapter XXVII	261
Chapter XXVIII	271
Chapter XXIX	281
Chapter XXX	291
Chapter XXXI	301
Chapter XXXII	311
Chapter XXXIII	321
Chapter XXXIV	331
Chapter XXXV	341
Chapter XXXVI	351
Chapter XXXVII	361
Chapter XXXVIII	371
Chapter XXXIX	381
Chapter XL	391
Chapter XLI	401
Chapter XLII	411
Chapter XLIII	421
Chapter XLIV	431
Chapter XLV	441
Chapter XLVI	451
Chapter XLVII	461
Chapter XLVIII	471
Chapter XLIX	481
Chapter L	491
Chapter LI	501
Chapter LII	511
Chapter LIII	521
Chapter LIV	531
Chapter LV	541
Chapter LVI	551
Chapter LVII	561
Chapter LVIII	571
Chapter LIX	581
Chapter LX	591
Chapter LXI	601
Chapter LXII	611
Chapter LXIII	621
Chapter LXIV	631
Chapter LXV	641
Chapter LXVI	651
Chapter LXVII	661
Chapter LXVIII	671
Chapter LXIX	681
Chapter LXX	691
Chapter LXXI	701
Chapter LXXII	711
Chapter LXXIII	721
Chapter LXXIV	731
Chapter LXXV	741
Chapter LXXVI	751
Chapter LXXVII	761
Chapter LXXVIII	771
Chapter LXXIX	781
Chapter LXXX	791
Chapter LXXXI	801
Chapter LXXXII	811
Chapter LXXXIII	821
Chapter LXXXIV	831
Chapter LXXXV	841
Chapter LXXXVI	851
Chapter LXXXVII	861
Chapter LXXXVIII	871
Chapter LXXXIX	881
Chapter LXXXX	891
Chapter LXXXXI	901
Chapter LXXXXII	911
Chapter LXXXXIII	921
Chapter LXXXXIV	931
Chapter LXXXXV	941
Chapter LXXXXVI	951
Chapter LXXXXVII	961
Chapter LXXXXVIII	971
Chapter LXXXXIX	981
Chapter LXXXXX	991

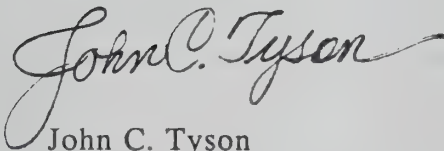
FOREWORD

To Virginia Public Library Trustees:

The Virginia State Library and Archives recognizes the important role that public library trustees play in the development and improvement of library service in the commonwealth. This has been true throughout the history of public libraries in the state. We commend you for your dedication, the time you contribute, and the expertise you bring to such a worthy cause.

Trusteeship takes on an even more vital aspect as our public libraries step forward into the 21st century. The traditional roles of libraries in the promotion of education, culture, and recreation have been expanded to include the promotion of literacy, the development of networks for sharing resources and services, the improvement of access and awareness, the promotion of economic productivity, along with many other facets of our changing society.

As trustees, you face exciting and challenging times ahead. I hope that this handbook will help you in carrying out your responsibilities at the local level and will give you a sense of the contribution that trusteeship makes to public libraries in Virginia.

A handwritten signature in cursive script that reads "John C. Tyson". The signature is fluid and elegant, with a long, sweeping underline.

John C. Tyson
State Librarian

ACKNOWLEDGMENTS

The Virginia State Library and Archives wishes to express deep appreciation to all who assisted in the preparation of the *Handbook*. We are especially grateful to Donna Cote, director of the Central Rappahannock Regional Library, and Louise Meade, trustee of the Fairfax County Public Library and the 1987-88 chair of the Trustee/Friends Section of the Virginia Library Association, for their contributions to the text.

Many trustee handbooks from other states were consulted and used extensively in preparing the handbook. A special note of thanks is due the authors of the publications from Georgia, Iowa, Utah, New Jersey, Colorado, and Pennsylvania, and to the state library agencies for permission to use information from these handbooks.

We also extend our appreciation to Laurie Surface, director of the Tazewell County Public Library, Jean Mehler, trustee of the Waynesboro Public Library, and Betty Culotta, trustee of the Rockbridge Regional Library, for reviewing draft copies and giving us the benefit of their experience and knowledge.

The cooperation and assistance of all the staff of the Public Library Development Division of the Virginia State Library and Archives has been invaluable. Significant contributions were made by Peggy Rudd, Karen Wilson, Bill Whitesides, Christine Phelps, Mark Wenberg, Pat Moore, and Mark Fagerbourg.

We also wish to thank Emily Salmon of the Publications Branch of the Virginia State Library and Archives for her editorial assistance.

INTRODUCTION

It has been almost a decade since the *Virginia Library Trustees Manual* was published. During this period there have been many changes in the commonwealth's community of public libraries: new and revised legislation, the establishment of libraries in unserved areas, intensified focus on networking and cooperation among libraries of all types, changes in library personnel, and, of course, many new trustees.

There has also been a perceptible and encouraging recognition that members of library boards of trustees want to gain a better understanding of their roles and responsibilities. Even the smallest library will often have complex issues to deal with and trustees must have the knowledge and skills necessary to govern the library.

This handbook is designed to give boards of trustees basic information on the structure of library service in Virginia, with emphasis on their major areas of responsibility. It is intended to serve as a resource and guide to helping all trustees carry out their duties responsibly. Although it is written primarily for governing boards, nevertheless advisory boards, Friends of the Library, elected officials, and library staffs may find it useful as well.

The loose-leaf format will allow replacement of a single page or a section with little difficulty. Trustees may wish to combine their own manuals with this handbook so that they will have a single source for reference.

We hope that the *Handbook* will answer questions for both new and experienced trustees and that it will stimulate discussion, further inquiry, and a renewed enthusiasm for the rewarding task of public library trusteeship.

Library Boards in Virginia

LIBRARY BOARDS IN VIRGINIA

Public libraries in Virginia are the responsibility of local governments. As organizational entities, libraries fall into four categories:

Regional libraries (a library established by two or more political subdivisions that join in maintaining a library system under the terms of a contract)

County libraries

City libraries

Town libraries

The *Code of Virginia* requires that all regional libraries and all counties, cities, and towns govern their public libraries through boards of trustees, with the exception of “any city or town with a manager, or . . . any county with a county manager, county executive, urban county manager, or urban county executive form of government, or Chesterfield County.” These excepted counties, cities, or towns may, if they wish, establish either governing or advisory library boards.

The *Code* also provides the legal framework for counties, cities, and towns that have not established public libraries to appropriate funds for the support and maintenance of library service operated and conducted by a company, society, or association. The boards of these nonprofit, private organizations are appointed by the membership. It is common practice, however, for local governing bodies to appoint one or more members to these boards.

Types of Boards

It is important that library board members and local government officials clearly understand the authority, role, and duties of the library board.

A Governing Board is legally responsible for the control and management of the library. Broad administrative and policy-making duties are specified in the *Code*.

An Advisory Board has no legal responsibility except those granted by the local government. The advisory board generally makes recommendations and acts as a liaison between the library, local government, and the community.

This handbook is designed primarily for governing boards; however, other types of library boards may find it useful as an organizational and management guide.

GOVERNING AND ADVISORY BOARDS

Duties and Responsibilities

Governing	Advisory
1. Employ a competent and qualified librarian.	1. Recommend a competent and qualified librarian.
2. Determine and adopt written policies governing the library.	2. Consider and recommend written policies governing the library.
3. Determine the purpose of the library and secure adequate funds to carry on the library's program.	3. Participate in efforts to secure adequate funds to carry on the library's program.
4. Know the program and needs of the community; plan; keep abreast of standards and trends.	4. Know the program and needs of the community; assist in planning; keep abreast of standards and trends.
5. Establish, support, and participate in a planned public relations program.	5. Establish, support, and participate in a planned public relations program.
6. Assist in the preparation of and adopt the annual budget.	6. Advise in the preparation of the budget.
7. Know local and state laws; actively support library legislation.	7. Know local and state laws; actively support library legislation.
8. Attend all board meetings and see that accurate records are kept on file at the library.	8. Attend all board meetings and see that accurate records are kept on file at the library.
9. Attend regional, state, and national trustee meetings and workshops.	9. Attend regional, state, and national trustee meetings and workshops.
10. Know the services of the State Library.	10. Know the services of the State Library.
11. Report regularly to the governing body and the general public.	11. Report regularly to the proper authorities and the general public.

Adapted from *The Library Trustee: A Practical Guidebook* by Virginia Young (R. R. Bowker, 1969) p. 10.

Becoming a Trustee

BECOMING A TRUSTEE

What is a Library Board of Trustees?

The commonwealth of Virginia places the governance of public libraries with citizens of the community, organized as a library board of trustees. As a result of this statutory process, board members are public officials and the powers delegated to them are a public trust.

Library boards have both legal and practical responsibilities. They are responsible for carrying out their legal duties correctly and, consequently, are accountable under law for actions they take. Equally important is the board's role in representing the total community. As such, the board serves as a vital link between the library and the community, bringing the public's point of view and the needs of the community to the development of responsive library service. The role of board members is seldom easy because of the varied composition of communities—the different interests, concerns, and social and economic levels that must be considered. Reconciling this diversity by representing the total community is the greatest accomplishment to which a board can aspire.

Selection and Appointment of Trustees

Most library trustees are appointed by the local governing body or bodies. This process is too important to be left to chance because the future development of the library may well depend on the caliber of trustees who are appointed to serve.

The appointing officials should be informed concerning the qualifications and duties of board members. When vacancies occur, the library board and the library director should be prepared to identify potential trustees who are active, informed, and interested library supporters.

No trustee should serve on the board indefinitely. While it is often helpful to have continuity and experience, it is even more beneficial to have new ideas, fresh approaches, and diverse interests.

Size of the Board

- Not less than five members (*Code of Virginia*). Five to nine members is recommended.
- The appointing authority determines the number to be appointed. The library board may request that the number be increased or decreased if it seems advisable.
- Regional library contracts should specify the number of members to be appointed from each jurisdiction.

Method of Appointment

Various methods are used in determining how the library board is appointed. In some cases each member of the governing body will appoint a member from his/her district. In other cases the members are selected at large. There is usually some effort made to have a geographical representation on the board.

Terms of Appointment

- Initially, board members must serve staggered terms of office in order to provide continuity of service.
- Trustees are appointed for four-year terms.
- Trustees of regional library boards are limited by state law to not more than two consecutive terms but are eligible for reappointment after an interval of one term.
- County, town, and city library boards, as well as boards of nonprofit corporations, are not limited by law as to the number of terms a member may serve. Most libraries, however, follow the practice of not more than two consecutive terms.
- Board members may be removed by the governing body for misconduct or neglect of duty, including poor attendance.

Vacancies

Vacancies for unexpired terms should be filled as soon as possible in the same manner in which members are regularly chosen. In the case of regional libraries, a trustee appointed to fill an unexpired term is eligible to be reappointed for two four-year terms. In other types of libraries, a trustee is eligible to be reappointed the number of terms specified in the bylaws.

Compensation

Members may not receive salaries or compensation other than necessary expenses actually incurred. The *Code of Virginia* provides an exception to Fairfax County, which may pay members of the library board such compensation as it may deem proper.

Qualifications of Trustees

Each trustee brings to the board certain strengths, skills, talents, and personal experience that uniquely serve the library. The board should represent a broad spectrum of community interests, occupations, and geographic areas. Such diversity assures that the library will serve the total community.

It is impossible to represent all the divergent interests of the service area on the board at the same time, but over a period of years the representation should rotate to include as many segments of the population as possible. A well-balanced board can bring in less experienced members who will provide new viewpoints.

Competencies necessary to fulfill board duties should also be present in the overall composition of the board. Collectively the board should strive to have:

- *rapport with the entire community;*
- *occupational diversity;*
- *political acumen and influence;*
- *business management/financial experience;*
- *legal knowledge;*
- *diversity in age, race, and sex; and*
- *varied personal backgrounds.*

Appointing authorities and individual candidates should be given a written statement of the duties and responsibilities of membership on the library board. An interested potential board member should not accept if lack of time or other commitments prevent full participation.

Effective trustees are citizens who have:

- interest in the library and the community;
- time to devote to board responsibilities;
- awareness of the library's role in the community as a center of information, culture, recreation, and lifelong learning;
- knowledge of the community and its diversity;
- ability to think and plan creatively, to question objectively, and to carry out plans effectively;
- skill in establishing policies for effective and efficient operation of the library;
- sound judgment, a sense of fiscal responsibility, and political awareness;
- willingness to represent the library at meetings and public functions; good communication skills; the ability to relate to the public;
- interest in working with local, state, and national library leaders and trustees to improve library service on all levels.

WHAT DOES A TRUSTEE DO?

Your job is:

To Know

- The program and needs of the library in relation to the community
- Library services and resources available locally and statewide
- Information needs and interests of the community
- Services and role of the Virginia State Library and Archives
- National and state library trends, standards, and developments
- Local, state, and national laws that affect libraries
- Local government structure, people, and operation
- How to work effectively in a group
- Your duties and responsibilities as a board member
- Your fellow board members

To Attend

- Board and committee meetings
- Conferences of the Virginia Library Association
- Other regional, state, and national meetings and workshops

To Plan

- Goals and objectives of the library
- Future growth and priorities of the library
- Policies of the library
- Community-awareness activities and programs
- Orientation for new board members

To Support

- Your library and library director
- The community and citizens you represent
- Your local governing body
- Library legislation

To Act

- To articulate your library's needs
- To secure adequate and stable funding for the library
- To promote your library whenever called upon
- To make yourself, the board, and the library visible to the community
- To develop good personal relations with representatives of government

To Remember

- The library board acts only as a whole unless it specifically authorizes you to act on behalf of the library
- The board does not run the operations of the library

ORIENTATION

New members of the board should be provided with information that will help them feel more comfortable with their duties and responsibilities, give them self-confidence as they begin their job, and get them involved early in their tenure. Trustees are more effective if they know how the library functions and what is expected of them.

There are various ways to conduct the orientation to trusteeship. It may be done informally with the library director and board chair meeting with the new trustee to go over a set list of items, or the orientation program may be conducted at a board meeting. Regardless of the form it takes, the orientation program should be planned step-by-step, and the new trustees should know how the introductory activities will be handled. The responsibility for planning and implementing the orientation is shared by the board chairperson, the members, and the library director.

Orientation sessions should start as soon as possible after the member is appointed. It is desirable to schedule the program, at least in part, before the first board meeting. This will give the new trustee an opportunity to get to know the library director, board members, and staff, and to ask questions about the library and its services.

New trustees should:

Meet with the library director to learn how the library is:

- organized and governed
- funded and budgeted
- operated day-to-day
- structured to serve the needs of the community
- linked to other resources and libraries
- related to board of trustees

Meet with trustee representatives to learn about the board:

- type of board, whether advisory or governing
- organization, officers, and committees
- meeting location, schedule, and operation
- responsibilities and expectations
- goals, long-range plans, and projects in progress
- accomplishments
- relationship to library director

Tour libraries with the library director and meet staff members.

Orientation Kit and Notebook

In addition to the *Virginia Public Library Trustee Handbook*, a new board member needs information about the local library to review and consult. A three-ring binder is a very serviceable format for the board's notebook of continuing activities and reports.

The contents should include:

- List of board members, names, addresses, and phone numbers
- Bylaws of the board; committee responsibilities
- Minutes of the previous year's board meetings
- Organizational chart for library, including staff levels, pay scales, etc.
- Staff list, including titles, responsibilities, locations
- Policies of library board concerning personnel, book selection, collection development, meeting room use, etc.
- Long-range development plans
- Most recent library annual report, with prior years for comparison
- Statistical reports on circulation, services, etc.
- Current budget and financial reports
- History of the library and its present goals and objectives
- Local laws, charter, and contracts pertaining to library
- Community analyses, such as census figures, as well as demographic, economic, and employment trends
- Copies of other current documents concerning the library

Does your library conduct an orientation program for new trustees?

Do YOU need a review session on your responsibilities as a trustee?

Board Organization

BOARD ORGANIZATION

Bylaws

All library boards need to assure continuity and consistency for their legal, financial, and policy-making activities. Written bylaws are accepted tools for doing this. Bylaws cover the basic structure under which the board conducts its business. These bylaws should not conflict with any local, state, or federal laws or regulations.

A copy of the bylaws must be on file in the Public Library Development Division of the Virginia State Library and Archives. Any amendments must be filed with the division immediately upon adoption.

The bylaws should include:

- Library name, with headquarters and branches

- Mission statement

- Constituency served

- Governing body

 - Library board of trustees: selections, appointments, terms, and officers

 - Appointment and duties of standing committees

 - Provision for special or ad hoc committees

- Meetings

 - What constitutes a quorum

 - Time, place, and responsibility for meetings

 - Attendance requirements

 - Method for calling special meetings

 - Order of business

- Procedure for amending the bylaws

- Parliamentary authority

- Date of adoption

Sample bylaws are available upon request from the Public Library Development Division, Virginia State Library and Archives.

Are your bylaws up to date?

Are current bylaws on file at the State Library?

Board Meetings

Board meetings shall be held at least quarterly, with the library director in attendance, and at a time and place convenient for the board and the public, in accordance with state law on public meetings. (Planning For Library Excellence)

The frequency of meetings is up to the local board. Some library boards meet bimonthly or quarterly, but monthly meetings are the most common practice. It is important that meetings be scheduled and structured so that the library's business is transacted in a timely manner and that all board members are included in the decision-making process.

Libraries must adhere to the Virginia Freedom of Information Act (Chapter 21, *Code of Virginia*). Trustees and staff should be familiar with its provisions.

Meeting Notices

Boards are required to furnish information as to time and location of public meetings to any citizen of the state who requests the information. It is good practice and highly recommended that board meetings be announced in the local newspaper and that a notice be posted at the location where the meeting will be held.

Open Meetings

All regular and special meetings of the board must be open to the public. Keep in mind that the library belongs to the community; its governance is entrusted to the board of trustees. Citizen awareness of the operations, plans, and problems of the library can be very beneficial.

Executive Meetings

Executive or closed meetings may be held only for certain matters. In order to hold an executive meeting an affirmative vote must be recorded in the open meeting, with the motion stating specifically the purpose of the meeting and including a statement in the minutes with reference to the applicable exemption in the *Virginia Code*.

No formal action should be taken in a closed meeting. All decisions must be formally adopted when the board reconvenes in open meeting and takes a vote of the members.

The Virginia Freedom of Information Act lists several exemptions to open meetings. The ones of special interest to library boards include:

- Discussion or consideration of employment, assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of public officers, appointees, or employees.

- Discussion or consideration of the condition, acquisition, or use of real property for public purpose, or of the disposition of publicly held property.
- The protection of the privacy of individuals in personal matters not related to public business.
- Consultation with legal counsel and briefings by staff members, consultants, or attorneys, pertaining to actual or potential litigation, or other specific legal matters requiring the provision of legal advice by counsel.
- Discussion or consideration of tests or examinations or other documents pertaining to any employee or employment seeker's qualifications or aptitude for employment, retention, or promotion.

Meetings by Telephone or Electronic Communication

Virginia law prohibits a public body from conducting a meeting where public business is discussed through telephone, video, electronic, or other communication system where the members are not physically assembled.

Minutes

The Virginia *Code* requires that minutes be recorded at all public meetings. The minutes must be open for inspection and copying by any citizen of the State and representatives of print and broadcast media, as specified by law.

Does the board publicize its meetings?

Are meetings open to the public?

**Are executive meetings conducted in compliance
with the Freedom of Information Act?**

**Are minutes prepared and made available
in a timely manner?**

GUIDELINES FOR EFFECTIVE BOARD MEETINGS

Before Meetings—The library director and board chair should:

- **Plan** the meeting carefully: when, where, what, why, who?
- **Prepare** a preliminary agenda.
- **Mail/distribute** the preliminary agenda, related reports, statistics, etc., at least 7 days in advance.
- **Prepare** a final agenda.
- **Publish** and **post** public notice of the meeting, giving the final agenda, date, time, and place.

Beginning Meetings—The board chair should:

- **Start** on time with roll call.
- **Introduce** visitors and/or new board members.
- **Call for the approval** of the previous meeting's minutes.
- **Review** the agenda, revising the order if necessary.
- **Establish** time limits.

During Meetings—The board should:

- **Focus** on issues at hand.
- **Follow** the agenda and procedures stated in the bylaws.
- **Establish** action items: who, what, when.

Ending Meetings—The board chair should:

- **Review** and **Summarize** the meeting's progress, decisions, and assignments for the minutes.
- **Announce** next meeting and develop preliminary agenda.
- **Adjourn** the meeting officially.

After Meeting—The library director and board chair should:

- **Mail** minutes to all board members.
- **Make sure** that the minutes include the date, time, and place of the meeting, the names of the board members present and absent, the substance of all matters proposed, discussed, or decided, and a record (by individual member) of votes taken, the names of citizens who appeared and the substance of their testimony, and any other information that any board member requests be entered in the minutes. Keep an archival file of board minutes in the library.
- **Follow-up** on action items.
- **Begin planning** for next meeting.

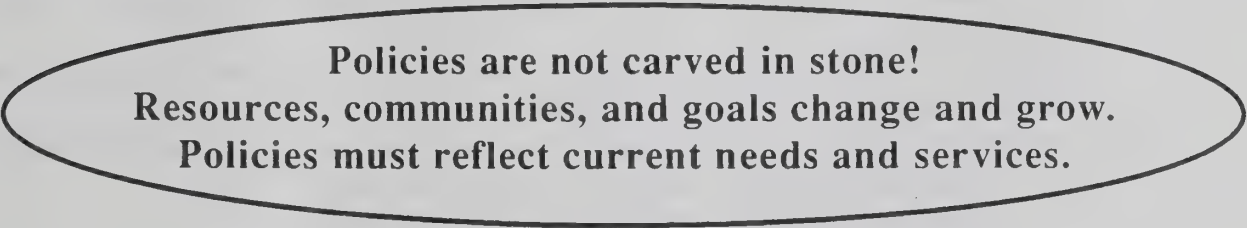
Policy Making

POLICY MAKING

Basics of Policy Making

Policy making is one of the most important functions of a governing library board. Policies are general statements governing library operations, rules, and use. They are vital tools that do much to determine the orderly success of the library and the course of its future development. Policies should be flexible and not overly rigid, and should be reviewed on a regular basis. It is the board of trustees that is responsible for adopting written policies to govern and guide all phases of library operation.

Policies should be tailored to local conditions and should flow from the library's roles and mission statement. It is the responsibility of the library director to implement board policies through the development of library procedure. When all elements of the process are in place, the library director and staff have direction in the day-to-day operation of the library, and both the public and the staff are assured of consistent treatment in all aspects of library service.



**Policies are not carved in stone!
Resources, communities, and goals change and grow.
Policies must reflect current needs and services.**

Who Develops Policy?

While only trustees have the legal responsibility and authority to make policy, experience shows that the process works best when the library director and staff are involved in researching options, drafting policies, and presenting a report, including recommendations to the board. The library's staff has access to manuals and samples from various communities and can adapt them to the needs of the library.

Organization

All policies should be recorded, compiled, and organized for ready access in a policy manual. A loose-leaf binder provides a useful format because it allows easy revision. The contents of a policy manual are probably best categorized and numbered under some form of topical heading for easy reference. As each new policy or revision is adopted, the policy should be numbered and the date of adoption noted.

What Should You Do if Your Library Does Not Have a Policy Manual?

1. Ask your library director to review all of the board minutes and list all policies (with the date of adoption) and categorize them into topical headings.

2. Bring your document to the board so that the policies can be reviewed for legality, clarity, completeness, and comprehensiveness.

Distribution

Every trustee should have a copy of the policy manual and be completely familiar with the rationale for each statement. A thorough understanding of all policies is essential in order to adopt new policies or revise existing ones in a knowledgeable manner. Trustees may also be called upon to defend or interpret policies to the public or governing officials.

Copies of the policy manual should also be available in all libraries in the system. The director is responsible for instructing personnel in the rationale of policies so that staff members understand the basis for procedures.

How Are Policies Developed?

Policy development and changes are major decisions affecting established practice and policies. Trustees should allow adequate time for policy consideration. Systematic policy development includes:

1. A statement of the condition or problem, past or present, that requires policy consideration.
2. A statement telling how any policy will contribute to the accomplishment of the library's mission, goals, and objectives.
3. A statement of all existing policies related to or affected by the policy decision.
4. A listing of policy options available, with an analysis:
 - a. long- and short-range effects of enacting new policy
 - b. potential side effects—good or bad—of passing each policy
 - c. relevant legal ramifications
 - d. cost in terms of library resources: staff, budget, collection, and buildings.
5. A recommendation from the library director, accompanied by a summary of the corresponding rationale for changes in related policies.
6. Draft of concisely worded statement.

All policies shall be reviewed annually and revised periodically in order to meet the mission, goals and objectives of the library.
(Planning For Library Excellence)

Just remember, policies benefit the library by:

- Supporting the library's mission, goals, and objectives
- Guiding the library director and staff in implementation of board judgments
- Providing direction and consistency in day-to-day service to community and library operation
- Reducing uninformed decision-making and crisis responses to problem situations
- Protecting the rights and assuring fair treatment of all patrons and staff members.

Once adopted, the policies should have the unqualified support of the entire board.

Does your library have a comprehensive policy manual?

Does the board periodically reevaluate policies?

**Is a copy of the latest policy manual on file at
the Virginia State Library and Archives?**

Are you familiar with all the policies adopted by the board?

Do you stand ready to defend the policies if they are challenged?

Types of Library Policies

There are basically two major categories of policies. **External Policies** govern service to the community, other libraries, agencies, etc., and **Internal Policies** govern the management of the library system.

Policies are as varied as the many different aspects of library service. Every phase of library operation should be broadly covered by a policy and implemented through library procedures. Local needs and situations will determine the content of both external and internal policies.

Sample policy manuals from other libraries are available from the Public Library Development Division of the Virginia State Library and Archives.

External Policies

Public Services Policies

Public services policies regulate the availability of library services and resources to the community. These might include:

- eligibility for use and registration, including nonresidents, institutions, and governments
- circulation: loans and renewals
- reservations, overdue, lost, and damaged materials
- audiovisual services
- interlibrary loan and reciprocal borrowing
- photocopying and copyright
- reference service: scope, depth, and type
- fees for machine-assisted reference service
- confidentiality of records
- complaints and chain of authority
- programs and special events
- special collections
- exhibits and displays
- outreach services: homebound, institutionalized, handicapped, bookmobile
- rules of conduct for library users
- use of the library's meeting rooms
- hours of service

Public Relations

The public relations policy defines the purpose and procedures for a public information and public relations program. The policy must be tailored to the local library, but it might include:

- public relations authority and responsibility
- appropriate media
- scope and emphasis
- distribution of printed materials
- participation of staff and trustees

Volunteers

Policies regarding the services and support of individuals and groups for the library program might include:

- roles and responsibilities
- recruitment and selection
- duties and any limitations
- Friends groups
- recognition and awards

Cooperation with Libraries and Groups

Policies on cooperation define the sharing of resources and the establishment of networks with other libraries, groups, and agencies. Such policies might include:

- need for cooperation
- types of cooperation
- affiliation and reciprocal arrangements
- kinds of libraries, types of groups, and agencies

Relations with Schools

Policies regarding relations with schools specify areas of cooperation and any limitations of services. The policies might include:

- definition of separate functions and objectives
- statements in materials selection, borrowing privileges, and public service policies
- ways of establishing cooperation on local and regional level

Internal Policies

General Management Policies

General management policies provide direction for administrative decisions. These policies generally include:

- organizational authority and responsibility
- budgeting and purchasing
- use of library vehicles and equipment
- inventory and insurance of buildings and contents
- security and emergencies

Physical Facilities Policies

The establishment, use, and maintenance of buildings are delineated in the physical facilities policies. Such policies might include:

- maintenance
- inventory and use of equipment
- site selection criteria for branches and bookmobile stops
- acquisition, ownership
- bulletin boards and distribution of free materials
- handicapped access features
- disaster/recovery plans

Trustee Policies

The constitution and bylaws of the board of trustees constitute board policy. Specific statements concerning travel expenses, membership in and attendance at professional library organizations, should also be added to this section of the policy manual.

Materials Policies

Materials policies should be established to assure that the collection is comprehensive, balanced, and accessible to the public. The policies might include:

- mission and goals
- description of community to be served that includes other community recreational, educational, and informational resources
- responsibility for selection
- criteria for selection and quality of materials
- type and various formats collected: paperbacks, magazines, large-print, microforms, newspapers
- audiovisual collection: films, videocassettes, disks, audiocassettes, books on tape
- scope and emphasis of the collection
- duplication of materials
- collection development and access statements for children, young adults, and adults
- special collections
- maintenance and evaluation of collection: weeding, damaged materials, disposal, and replacement
- textbooks and materials related to school curricula

- cooperative arrangements, community resources, other arrangements
- confidentiality of library records
- censorship and controversial materials
- labeling of materials
- citizen complaints and requests for reconsideration
- Library Bill of Rights
- Freedom to Read Statement
- Freedom to View Statement
- Free Access to Libraries for Minors

Gifts and Special Materials

An established policy on gifts allows the library the option to accept or refuse gifts depending on their value, use, and practicality. The policies might include:

- condition of acceptance of gift materials
- disposition of nonusable gifts
- acceptance of property, paintings, equipment, money, etc.
- denominational literature
- historical materials and writings of local authors
- memorial gifts
- recognition of gifts by the library

Personnel Policies

All personnel policies must comply with the Equal Employment Opportunity Act of 1972, which prohibits discrimination because of race, color, religion, sex, or national origin in any term, condition, or privilege of employment. When a library comes under the direct jurisdiction of a local government, personnel policies are often those of the local government. Minor changes are adopted to reflect the schedule of the library, observance of holidays, and other special considerations. The main points of personnel policy include:

- classification and job descriptions
- organizational chart of responsibility
- salary scales
- hiring and promotions
- performance evaluation
- probationary work period
- benefits available, such as insurance, retirement, workman's compensation, etc.
- working conditions and hours of work
- vacation, holidays, sick leave, and overtime
- leaves of absence, with or without pay
- training and continuing education
- attendance at professional meetings
- grievance procedures
- disciplinary actions
- resignation and termination

SUMMARY OF RESPONSIBILITIES FOR POLICY MAKING

Board of Trustees

Determines written policies to govern operation, use, and overall program of library service.

Officially approves and adopts the written policies to govern library operation and use; assists in the interpretation of those policies to the public.

Library Director

Recommends policies; advises the board on the implication of decisions.

Administers policies; maintains the library policy handbook; interprets policies to the staff and public.

Personnel

PERSONNEL

Human relationships determine the inner climate of the library. Every effort should be given to make these relationships cordially cooperative and mutually understanding. Chief among these relationships, because of its effect on the overall library administration, is that between the library board and the library director.

The working relationships that prevail within the library determine the attitudes of librarians and staff, which in turn determine the quality of service offered to the public.

Hiring A New Director

One of the most important functions of a board of trustees is the hiring of a competent library director. It may, in fact, be the most important single act undertaken by the board. Trustees should be aware of current practices in the profession, requirements imposed by the *Virginia Code*, as well as State Library Board requirements and regulations, the current needs and direction of the library, and competitive professional salaries and benefits.

Every system, whether single or multi-jurisdictional, regardless of size, shall employ a full-time, state-certified, professional librarian as administrator of the system. (Planning For Library Excellence)

Preliminary Assessment

As soon as the vacancy is anticipated, the board should meet to formulate a plan of action.

The board should make a realistic appraisal of the situation. The members should decide what qualifications the library requires in a library director and what the library has to offer the director. Offer the best salary possible to secure the services of a qualified person. Consider any added incentives or challenges offered by the job opportunity.

Look at the current situation

- What are the current needs of the library?
- What qualifications are needed in the next director?
- What is the reason for the job opening? An exit interview can be very helpful. Is the departing director upward-bound, retiring, or dissatisfied?
- What changes, if any, are necessary to the job description and the qualification statement?

The job description might include:

- areas of responsibility
- specific duties
- salary and fringe benefits

- initial period of evaluation
- desirable areas of expertise
- minimum qualifications and experience
- to whom the director is responsible

Method of Recruitment

A search committee can be formed from the board. This committee selects a chair and establishes a procedure for the search process.

Items to be addressed might include:

- timetable
- calendar of activities for the candidates
- affirmative action and equal employment opportunity requirements
- financial and staff resources available
- confidentiality and discretion
- record keeping of committee actions
- unique circumstances associated with the position and community
- method for involving the full board and the staff in the selection process

Advertisement

It is good practice to conduct a search even if there are staff members qualified for the position. The eligible staff members should be encouraged to apply. All should understand that the goal of the search is to select the best-suited person for the job. All applicants should receive consideration and due process in accordance with equal opportunity laws.

The job advertisement is the primary vehicle for publicizing the vacancy and attracting applicants. It should be carefully worded and might contain the following:

- job title
- duties/responsibilities
- qualifications (including education, experience, and personal characteristics)
- salary range and minimum salary
- fringe benefits (including vacation and retirement)
- request for resume and references
- date of availability
- organization contact (preferably a specifically named person)
- closing date for applications
- an equal opportunity employer statement

The job advertisement can be distributed to:

- major and local newspapers
- library schools in surrounding states
- the Virginia Library Association Jobline
- national professional journals such as *Library Journal*, *Library Hotline*, and *American Libraries*

Screening

After the closing date for applications, the search committee screens all applications, deciding between qualified and unqualified applicants. Those candidates who do not meet the requirements established for the position should be notified immediately.

Candidates who satisfy the requirements for the position become part of an official pool of applicants for further consideration. Narrowing this pool to a list of final candidates is perhaps the most difficult part of the search committee's task. Success of the evaluation process is contingent upon the formulation of an appropriate set of criteria against which all candidates can be rated objectively. After this process is completed, the search committee should be able to agree on three to five candidates to be called for interviews. It is appropriate to send each candidate background information about the library and the community, including the library's budget and the annual report. Prior to the interviews, a plan outlining the process should be developed:

- Designate one person to handle the planning of the interviews, making contact with the candidates to schedule the interviews.
- Designate one person to conduct interviews with others assisting. Keep the interview team to a reasonable size, usually three to five people.
- Identify what expenses will be paid or reimbursed and notify each candidate to be interviewed.
- Plan the location for the interview, accommodations for the candidate, a tour of the library and community, etc.
- Include an opportunity for the candidates to meet the library staff.
- Allow adequate time for discussion. The interview is a mutual evaluation process. The committee should provide the candidate with a fair, accurate picture of the library, working conditions, and expectations.
- Allow time between interviews to complete evaluation sheets while the members' reactions are still fresh.

The Interview

Agree to a standard list of questions to be asked of each candidate. This makes for a smooth interviewing process and helps to assure that only legal questions are asked and that each candidate responds to the same set of questions. The interview is an important step in selecting the best-suited person for the job; proper judgment here can help reduce turnover and organizational problems.

The chair can wrap up the interview process with comments covering the timetable for the final selection and the notification procedure.

Final Decision

After all interviews have been completed, the search committee meets to discuss the results and to rank the candidates in order of preference.

References are checked on the first choice. Following this, a recommendation is made to the full board.

Once the library board agrees on a candidate to be the new director, the chair of the library board makes an official offer, which includes a written notice of appointment. Such letters of appointment typically cover position title, starting date, salary, moving expenses, fringe benefits, and a deadline for the candidate to respond to the offer (normally two weeks). Upon receipt of written acceptance, publicity of the appointment is usually sent to the local newspapers, to library publications, and to appropriate local officials.

Write all other candidates interviewed, thanking them and informing them of your decision **only after** acceptance has been received. If the first choice declines or is unavailable, the board can consider the second choice.

After the New Director Arrives

Orient the new director and assist him/her with relocation. Provide help with school and housing information and additional information on the library and the community. A subscription to the local newspaper is a valuable tool to acclimate the new library director.

Welcome the new director. News releases and photographic coverage should be arranged. Personal introductions to staff members, trustees, community representatives, and local government officials should be scheduled promptly. An open house or reception hosted by the board, and assisted by the Friends of the Library, is a standard courtesy.

It is evident that the best libraries have well-treated library directors to administer the libraries guided by trustees.

Relationship between the Board and the Director

It is critical to the progress of the library that the board and the director work together toward common goals and in a climate that fosters a free and open exchange of viewpoints. The expectations, roles, and responsibilities of each should be clearly delineated and understood.

In accordance with the library's written personnel policies, there is generally an initial evaluation period that allows the board and the director time to develop a working relationship. During this time either party may reconsider the arrangement.

A reciprocal relationship will flourish if the board follows these guidelines:

1. Hire with enthusiasm after an appropriate search.
2. Before hiring, be clear about your expectations of the director and your goals for the library.
3. Reveal any special problems the library has.
4. Support the director (new or continuing) in pursuit of goals and objectives decided on in discussion between board and director.

5. Handle problems as they arise. Be patient with the director while sticking to the goal of excellence in library management.
6. Define the roles of the board and the director and stick to the division, but provide mutual support in performance of the roles.
7. Treat the director as a team member and leader of the library, a participant in decision making and the professional advisor and resource.
8. Call for adequate reporting from the director.
9. Encourage the director to be involved in professional activities and give financial support to this participation.
10. Support the director in his or her position as administrator and stay out of the day-to-day operation of the library. Encourage the director to feel free to talk with the board members about problems.
11. Talk about the library in the community, including praise for the director. Introduce the director to the community. Aim for visibility for board, director, and library.
12. Encourage the director to be a futurist—knowing about trends and the projects of others and being allowed to dream about ideas and to try some of them.
13. Maintain a professional relationship with the director. Pass on the good that trustees hear about their libraries. Share the success.
14. Pay the director an adequate progressive salary, a standard that applies to staff as well. A contented adequately compensated staff responds well to the direction of a head librarian and to the desires of the board.

Trustees and Staff Relationships

In the interest of efficient administration, the board should develop a clear policy on its relationship with employees of the library. While the board should strive to create a climate of cordiality and friendly interest with the staff, members should not personally intervene in matters between the staff and supervisors.

The director, as the chief administrator of the library, is responsible to the board for all personnel matters. Good management practices suggest that staff concerns, and all other administrative questions, should be brought to the attention of the board by the director.

Evaluating the Library Director

Performance appraisal of the library director is an integral part of the evaluation of the library as a whole. It is a continuous process that should be used as a means toward determining the accomplishment of organizational goals and objectives and how well the library is being managed.

A formal evaluation of the director is good management practice and should be done regularly, at least on an annual basis. The evaluation should be based on the job description and/or negotiated objectives agreed upon at the time of hiring or soon thereafter. The criteria should be defined specifically, thus providing the board with evidence of good management if the objectives are met.

Purposes of the Performance Evaluation:

- to provide the director with a clear understanding of the board's expectations
- to ensure that the director is aware of how well the board's expectations are being met
- to serve as a formal vehicle of communication between the board and director
- to identify the board's actual concerns so that appropriate action can be taken
- to document the justification for salary adjustments

Methods of Evaluation

To be effective the evaluation method and process must be designed to accommodate your specific local situation. Directors can be judged in many ways, but quality of performance is clearly the best measure.

- Has the director managed the operation of the library so as to provide the intended services?
- Has the director managed the staff so that operations are friendly, efficient, and cost-effective?
- Has the director been a leader in making the library an important service in the community?
- Has the director moved forward satisfactorily on achieving the goals and objectives outlined for the library and for the director?
- Has the director provided sufficient information to the board so that it can perform its duties?
- Has the director kept in touch with new trends in library service and relayed these to staff and board?

These are among the questions boards might use in assessing the director's performance. Any evaluation of the director should be based on how the library is doing. Is there satisfaction in the community? Is there praise for the library? Is there movement towards goals?

The American Library Association (ALA) has published guides that may be useful in developing an evaluation method for your library's situation. The Public Library Development Division of the Virginia State Library and Archives has copies that may be borrowed.

Developing the Evaluation Process

- Board and director jointly develop a list of factors that lend themselves to objective evaluation.
- Board develops general evaluation method, criteria, rating scale, and form.
- Board and director identify goals, long-range plans, and specific areas that need attention.
- Director prepares a set of objectives with time line.

- Board reviews objectives and suggests changes, if appropriate.
- Board and director negotiate changes in objectives.
- Director and board confirm objectives.
- Director handles implementation of actions to meet objectives, including delegation of tasks to staff.
- Director makes periodic reports to board on progress toward achieving objectives.
- Board and director makes revisions to objectives negotiated.
- Board conducts annual formal evaluation review.
- Board provides periodic feedback to the director.
- Evaluation process repeated.

Expectations and Evaluation

Directors are accountable to many varied and sometimes conflicting constituencies. The board and the director must recognize these groups and agree on the priority of the demands of each. These constituencies might include:

- elected officials and the appointed governing officer who supervises other local government department heads
- library staff members who have diverse personal expectations for their director
- special interest groups who exert pressure on the director to respond to their concerns
- individual members of the board of trustees who have personal priorities for the library and the director

Good communication, effective public relations, a written plan, and clear policies will all help the board and director to deal with any conflicting expectations.

Remember: If the librarian is having a problem, give timely help—don't wait for an annual evaluation. Single episodes, slips, or errors should be disposed of when they occur and not held in waiting for an annual criticism.

The board's performance must also be evaluated as part of this process. Did the board conduct itself well, abide by the board/director divisions of responsibility, set objectives and work toward them, listen to reports, provide needed assistance throughout the year?

The evaluation should be a constructive process. Most library directors welcome the opportunity to review past performance objectively against established criteria. A good evaluation interview will include both strengths and weaknesses and will help the director be more effective in managing the library.

Dismissal of the Library Director

One of the most difficult situations a board may have to face is the dismissal of the library director. It is an action that should not be taken lightly because it will reflect on the future of the library and on the career of the director.

There is less likelihood of having to take this action if care is taken in the hiring process and the board has a well-developed evaluation procedure in place.

If efforts taken to improve the difficulty are unsuccessful, and the working relationship between the board and the director reaches a point that it is not possible to continue, then dismissal becomes a last resort.

Generally the reasons for discharge are for poor performance or infraction of rules. Both the reasons for dismissal and the procedures to be followed should be stated explicitly in writing and adopted by the board as policy. It is important to avoid vague terms. An appeals procedure should be included to ensure fairness and to protect the director from false charges.

In considering dismissal of the director, the board should ask itself the following questions:

- Has the board acted responsibly?
- Has the board dealt with problems as they arose?
- Has the director received written notification of his/her dismissal and the reasons for dismissal?
- Has the director been given a full hearing?
- Have the charges been listed explicitly?
- Can the board defend its position?
- Does the board need legal advice?
- How will the dismissal be handled with the public?
- Do the policies need to be changed?

The board should understand that its responsibility is to provide the best possible library service. Every effort should be made to ensure that personalities and biases are not leading factors in a decision to replace the director.

Are personnel policies reviewed periodically?

Do you refrain from intervening in matters between the staff and supervisors?

Do the board and director jointly determine the criteria to be used in evaluating the director?

SUMMARY OF PERSONNEL RESPONSIBILITIES

Board of Trustees

Employs a library director who meets state certification requirements and develops guidelines for staff selection.

Provides adequate salary scale and fringe benefits for all employees.

Adopts personnel policies and personnel manual.

Recommends qualifications and candidates for board. Notifies appropriate authorities of board vacancies. Provides orientation for new trustees.

Develops standards for evaluating library director's performance. Reviews director's effectiveness.

Library Director

Hires and directs staff according to board policy.

Suggests improvements needed in salary and working conditions. Utilizes skills and initiative of staff members to the library's advantage.

Provides board with recommendations and materials to review. Maintains a personnel manual.

Recommends criteria and assists in the selection of new trustees. Participates in orientation by introducing library staff, explaining procedures, etc.

Suggests basis for evaluation criteria. Provides materials for board to study. Maintains records of all personnel.

Joint Responsibilities

Observes all local, state, and federal laws that relate to current employment practices.

Provides in-service training for professional development of staff members and effective implementation of policies. Provides opportunity for continuing education and advancement of staff and trustees.

NOTES

Finances

FINANCES

Funding

Funding of library services and proper expenditure of those funds is a primary role of the library trustee. In a time of rising costs, coupled with an increased demand for information, the library trustee is challenged to provide adequate funding to meet the informational needs of the local community.

Because libraries must compete with a wide range of other public services for their existence, it is essential that every trustee be informed about the financial needs of the library and committed to work toward increased support where necessary. The trustee must face financial problems realistically and remain constant to the goal of providing quality library services.

The library director and the library board share the responsibility for identifying the library needs of the community and seeking adequate funds.

Public officials and citizens entrusted with governing a public library should have clear understanding of the library's role in the community and should work diligently to ensure that the library receives the financial support necessary to carry out its goals and objectives. Informed, active, and responsible leadership is critical to the successful operation of a library. (Planning For Library Excellence)

Library boards should have:

- A thorough knowledge of the various allocating authorities responsible for library funds.
- An awareness of supplementary sources of revenue, including state and federal grant programs, endowments, bequests, and private gifts.
- A clear understanding of the current financial needs of the library.
- A strategic plan for obtaining funds needed to carry out the long-range goals and objectives of the library.
- An understanding of the legal regulations and accountability required for library funding.
- A willingness to support actively requests for increased funding on the local, state, and national levels.

Funding Sources

Public libraries receive funding from a variety of sources: local taxation, grants, gifts, bequests and donations, fund-raising projects, fines and fees, and investments. Library boards must consider it a primary responsibility to keep informed about all sources of funding.

Local Government Support

In most public libraries in Virginia, funds to operate the library are derived from allocations made by the county, city, or town government under which the library is established. When additional funds are needed, the board must be prepared to justify to local authorities and to the general public the need for such expenditure.

State Aid

Sections 42.1-46 through 42.1-58 of the *Code* authorize the awarding of grants to provide for the development of library service and to assist libraries in improving standards of service.

The formula for state aid provides for the allocation of grants based on the following factors, effective July 1, 1992:

- 40% of the library's local expenditures, with a limit of \$250,000 for each governmental unit in the library system;
- A grant of thirty cents per capita for the first six hundred thousand persons in a library or library system, and an additional ten cents per capita for the first six hundred thousand persons for each additional city or county served;
- A grant of ten dollars per square mile to a single governmental unit and thirty dollars per square mile for libraries serving more than one governmental unit.

State aid may be used for library materials, equipment, and furniture. Up to 25% of the grant may be used for salaries of full-time certified librarians. Libraries operating without a full-time certified librarian receive a 25% reduction in their state aid grant.

Library boards should be thoroughly familiar with the State Library Board's *Requirements Which Must be Met in Order to Receive Grants-in-Aid*. (See Appendix)

Federal Funds

The primary source of federal funds for libraries is authorized by the Library Services and Construction Act (LSCA). Funds are provided to assist the states in the extension and improvement of public library services; for library construction; to improve services to older Americans, the handicapped, the institutionalized, and other disadvantaged individuals; to strengthen State Library agencies; to promote interlibrary cooperation; to combat illiteracy; to strengthen major urban resource libraries; and to increase the capacity of libraries to keep up with rapidly changing technology. Funds may be appropriated by Congress under six titles:

- Title I Library Services
- Title II Public Library Construction
- Title III Interlibrary Cooperation
- Title IV Library Service for Indian Tribes
- Title V Foreign Language Materials
- Title VI Library Literacy Programs

Miscellaneous Sources of Funding

- Gifts and donations: policies should be adopted on the acceptance and handling of these funds.
- Endowments/foundations/trusts: a library's own endowment, foundation, or trust fund can be established, with the interest used to supplement the tax-based budget or to finance a special project.
- Fines and fees: local policy determines the availability and use of fines and fees.
- Fund-raising projects: a Friends of the Library organization can be beneficial to the library in undertaking fund-raising events for special projects and programs.
- Grants: corporations and foundations are frequently good sources for additional funds. Directories are available that identify local, state, and national sources. These grants are highly competitive and success may depend on the library's ability to prepare a well-written grant proposal.

Budgeting

A budget is a plan for the expenditure of funds for the next year to carry out the library's program. The amount of funds available will necessarily dictate the extent to which the library can contribute to its mission. It is imperative that the board of trustees knows what it wants the library to do in the coming year.

Budget Preparation

The preparation of the budget is a cooperative process involving trustees, the library director, library staff, and the community. The library director is responsible for the preparation of the budget request; the board of trustees is responsible for final approval and adoption of the budget.

The budget is directly related to the library's planning and the political funding process. Both short-term and long-term parameters will guide the budget building. A budget that merely repeats previous budgets is clearly indicative of lack of planning and is a disservice to the library's clientele. Good service and good planning will result in an innovative progressive budget.

Ample time should be allowed for the development of the budget and for consideration by the local funding authorities. Generally, it takes from six to nine months.

STEPS IN BUDGET PREPARATION

Activity	Persons Responsible
1. Develop a budget calendar with key dates for completion, definition of tasks, and assignment of responsibility.	Director and Staff
2. Review the library's long-range plan, goals, objectives, community needs, economic conditions, and trends.	Board and Staff
3. Evaluate programs and services to determine needed changes and the prior year's actual costs.	Board and Staff
4. Discuss preliminary budget limits with local government(s).	Director and Staff
5. Make a preliminary decision on library priorities.	Board
6. Develop a draft budget, including contingency plans so that budget changes can be planned in a noncrisis environment. Justify budget with workload data, trend charts, etc. Balance all figures and show ALL anticipated revenues and expenditures.	Director and Staff
7. Approve or amend the draft budget.	Board
8. Submit the budget to local government officials for review and analysis and respond to questions raised.	Board
9. Support the budget with the appropriate authorities.	Board and Director

Presenting the Budget

Trustees play a key role in securing funds for the library. They must be thoroughly prepared to participate in presenting the budget: to explain, to justify, and to negotiate. The library must be presented and defended as a basic community and information agency.

The chances for success in securing adequate funding are enhanced if the library has maintained good communications with the local funding authorities throughout the year. It is important that the local officials know how the funds are used and what the library needs.

- Invite officials to special programs, receptions, and library activities.
- Offer personalized library reference service and assistance to local government officials and departments.
- Be sure letters of appreciation, awards, and staff accomplishments are well publicized.
- Enlist the support of the Friends of the Library and the community to promote the library budget.

Publicizing the Budget

- Tell the community what it can expect and what the current funding level will accomplish.
- Let the public know the many activities and services the library is expected to perform.
- Use publicity before and after the budget process: brochures, newsletters, newspapers, television spots, community meetings, etc.

Implementing the Budget

Once the trustees have set their priorities and obtained funding, the library director and staff have the responsibility of implementing the budget.

Trustees must continue to fulfill their fiscal responsibilities, but their role now shifts to maintaining an awareness of budget implementation and adherence to the budget plan. Trustees should not be involved in the day-to-day financial operations of the library, however.

Specific procedures and responsibilities should be outlined in the local policy and procedures manuals so that all trustees and staff understand the lines of authority. The tasks, authority, and duties for library spending must be clearly delegated to the bookkeeper, director, or other staff. Trustees may be asked to contribute specific expertise in fiscal management, but their major role is planning, budgeting, and securing funds.

The library director is responsible for keeping the trustees informed of budget implementation. Trustees should:

Review regularly scheduled financial reports:

- Current expenditures
- Year-to-date figures
- Total budget
- Balance of budget
- Explanation of major changes

An annual report of expenditures must be filed with each local funding agency and with the Public Library Development Division of the Virginia State Library and Archives.

Monitor fiscal operations of the library to assure:

- Financial records are complete and accurate.
- Resources are managed in an economical and efficient manner.
- System of internal controls exists to safeguard the assets.
- Accounting methods are accurate.

SUMMARY OF FINANCIAL RESPONSIBILITIES

Board of Trustees

Keeps informed of the financial status, funding sources, and needs of the library.

Scrutinizes preliminary budget request submitted by library director; makes recommendations and officially adopts budget.

Reviews expenditures in accordance with the budget, amending budget if needed.

Library Director

Maintains complete and accurate records of finances, inventory and annual reports; includes information with reports to the board.

Prepares any local, state or federal budgets based on present and anticipated needs, considering board's plan for library growth.

Decides on the use of the money and disburses funds based on approved budget and the Virginia Public Procurement Act.

Joint Responsibilities

Attend budget hearings of funding agencies to answer questions about library growth and administration and to supply facts and figures to defend budget requests.

Explore all methods of increasing the library's income through new sources and cooperation with other libraries or agencies.

Submit an annual report of activities, income, and expenditures to be filed with each funding body or agency and with the Public Library Development Division of the Virginia State Library and Archives.

NOTES

Legal Responsibilities

LEGAL RESPONSIBILITIES

Public library trustees must know and accept their legal responsibilities as governing agents of the library. Trustees need to be aware of general legal requirements, strive to act within the law, and seek expert assistance as appropriate.

Library trustees acquire their position through state law and, as such, are public officials. As with any public official, the appointment carries with it certain basic legal responsibilities:

- Maintaining good faith with constituency
- Obeying federal, state, and local laws
- Accepting office, including all its powers and obligations
- Showing diligence in the job
- Managing property and finances for the constituency served and
- Making proper choice of library director

As a trustee, you hold a public trust for the citizens and taxpayers of the community served. When you accept this office you also accept duties and responsibilities. You should understand that your board's decisions are subject to public scrutiny and to challenge in court. This makes fulfilling the board's legal duties in a responsible manner of the utmost importance. Review carefully the areas of liability and the guidelines for preserving the public trust.

Areas of Liability

- Errors in acts in excess of authority. (Examples: censorship, dress codes for employees)
- Nonfeasance. (Examples: failure to get needed copyright clearances, failure to meet contractual obligations)
- Negligence. (Examples: unsafe buildings and grounds, failure to supervise funds)
- Intentional tort. (Examples: libel, assault, improper discharging of an employee, theft)
- Acts in contradiction to the law. (Examples: improper reimbursement to trustees and employees, authorizing payment of improper expenses, purchasing certain property without bidding, failing to follow pertinent rules for hiring)
- Conflict of interest. (Examples: compensating an attorney who is a board member to do legal work for the library, hiring a relative)

Indemnification

Although suits brought against library board members are not common occurrences, members are at some risk and should seek to protect themselves. The library board should check with the local governing authority to determine if members are shielded from personal liability. If the board does not have statutory protection, it should investigate other options. Libraries established under the corporate structure will need to determine if individual board members are liable for damage caused by the corporation. Some library boards protect themselves by purchasing director liability insurance for members and employees.

The American Library Trustee Association (ALTA) developed and approved the following indemnification statement:

It should be considered mandatory that every library have an adequate level of insurance coverage. If any claim or action not covered by insurance or state statute is instituted against a trustee, officer, employee or volunteer of the library system arising out of an act or omission by a trustee, officer, employee or volunteer acting in good faith for a purpose considered to be in the best interest of the system, or if any claim or action not covered by insurance or state statute is instituted against a trustee, officer, employee or volunteer allegedly arising out of an act or omission occurring within the scope of his/her duties as such a trustee, officer, employee or volunteer, the system should at the request of the trustee, officer, employee or volunteer:

- a) appear and defend against the claim or action, and
- b) pay or indemnify the trustee, officer, employee or volunteer for a judgement and court costs, based on such claim or action, and
- c) pay or indemnify the trustee, officer, employee or volunteer for a compromise or settlement of such claim or action, providing the settlement is approved by the board of trustees.

Decision as to whether the system shall retain its own attorney or reimburse the trustee, officer, employee or volunteer expenses for their own legal counsel shall rest with the board of trustees and shall be determined by the nature of the claim or action.

The term trustee, officer, employee or volunteer shall include any former trustee, officer, employee or volunteer of the system.

Does your board have legal counsel?

Do you understand your legal responsibilities as a board member?

Guidelines For Preserving the Public Trust

There are several sound actions that trustees can take individually and collectively to assure the preservation of the public trust placed in the board.

- Encourage all trustees to attend, perform, and take part in board activities.
- Abide by the time limits of the terms of office for trustees specified in the *Virginia Code*. Replace trustees who do not participate or attend.
- Keep all library board meetings open to the public as required by the Virginia Freedom of Information Act and make sure advance notice of board meetings is given to the public.
- Unless local government audits the library, require a certified-public accountant audit once a year.
- Formally adopt written rules and policies. Keep them up-to-date and publicize them.
- Vote for proposed actions only when you feel you have sufficient information. If you abstain, be sure the minutes show that you abstained and the reason.
- Be sure that accurate minutes of each meeting are maintained and that votes are properly recorded. If you are not in attendance, read minutes and report any corrections to the secretary.
- Seek outside assistance on technical matters. Obtain the assistance of the city or county attorney or retain the services of a qualified attorney for legal matters. Ask that the attorney read the agenda, minutes, policies, and resolutions passed by the board on a regular basis.
- Publicize trustee actions. Publish minutes, reports, and financial statements in local newspapers or library newsletters to inform the public.
- Trustees should not profit from their appointment to the board. Avoid conflict of interest, such as a trustee acting as the board's attorney, investment advisor, banker, insurance consultant, accountant, or purveyor of goods and services that the library buys.
- Purchase an indemnity insurance policy specifically designed for public officials.

SUMMARY OF LEGAL RESPONSIBILITIES

Board of Trustees

Seeks cooperation with officials of the governing agency, keeping in mind the special legal obligations of the board.

Attends and participates knowledgeably in all board meetings and decisions to assure conformity with legal responsibilities.

Follows appropriate procedures and laws for budgeting, contracting, hiring, auditing, etc., and avoids conflict of interest situations. Prepares all needed library reports for local government and the State Library. Provides copies to the board and the community.

Library Director

Attends board meetings and suggests legal review or counsel on appropriate board actions.

Advises the board on compliance with relevant procedures and laws and potential conflicts of interest.

Joint Responsibilities

Knows, studies, and abides by all local, state, and federal laws that affect public libraries and empower boards of trustees.

Note especially these laws in the *Virginia Code*:

Title 42, Chapters 2 and 3 (Public Library Laws)

Title 2, Chapter 21 (Freedom of Information Act)

Title 11, Chapter 7 (Virginia Public Procurement Act)

Title 2, Chapter 26 (Privacy Protection Act of 1976)

Title 42, Chapter 5 (Offenses)

Title 58, Chapter 6 (Virginia Retail Sales and Use Tax Act)

Library Planning

LIBRARY PLANNING

Planning is the deliberate preferred manner of preparing for library service in the future. It is the responsible means of fulfilling future community library needs.

A long-range plan, based on knowledge of the community, community expectations, resources of the community, and realistic projections of the future needs of the community will enable the library trustees and administration to perform better their responsibilities of providing efficient and progressive library service.

Every library shall develop, prepare and be guided by a long-range plan.
(Planning For Library Excellence)

What is a Plan

- **A summary of the current status of the library.** Look critically at what the library does now. A plan is reality pushed into the future. By assessing the current situation, obvious needs and directions can be identified. Don't be afraid to brag about a good library.
- **An assessment of community needs.** A library's first responsibility is to address the needs of its community. It is basic to planning to know what the community needs are. The American Library Association has developed a number of tools that can help identify useful statistics and statistical sources for understanding a library's community.
- **A statement of the library's mission, goals, and objectives.** Once the library's overall role and mission are defined, specific goals with measurable objectives can be set. All decisions should be made in view of the plan.
- **An on-going process.** Planning is an on-going process. No plan is perfect. Unexpected events necessitate changes in any plan, and changing times present new problems and suggest new approaches to meeting library goals. Unless some crisis requires immediate updating of the plan, the plan should be updated on an annual basis.

Planning Tools

The American Library Association has two useful planning publications: *Planning and Role Setting in Public Libraries* and *Output Measures for Public Libraries*. These are available through interlibrary loan from the Interlibrary Loan Section of the Virginia State Library and Archives. *Planning for Library Excellence*, a publication of the Virginia State Library and Archives, provides levels of attainment for public libraries in Virginia.

How is a Plan Developed

There is no one best way to plan. Planning requires commitment, time, and organization.

- **Preparation for planning requires:**

Clarifying planning purposes and methods.

Defining responsibilities.

Allocating resources to planning.

Establishing a planning schedule.

- **Gathering the information for planning requires:**

Reviewing community needs for library services including cultural, educational, and information resources of the community.

Looking at the demographic and economic data of the community.

Identifying factors in the library's environment that may affect the provision of services.

- **Analyzing the information allows:**

Understanding of the needs for library service.

Realizing objectively what the community has and what the community lacks.

Defining the library's role in the community.

- **Development of a library's mission, goals, and objectives allows:**

Responsiveness to the community's needs, interests, and priorities.

Prioritizing programs and directing efforts toward tasks leading to the attainment of the stated objectives.

Evaluation of where your library is in relation to the total plan.

Remember that excellence in public library service is not an idle dream. It is achieved daily by libraries matching library services with community needs, interests, and priorities as identified through effective, thoughtful planning.

Benefits of a Plan

- Allows rational justification of your budget with governing authorities
- Helps you prioritize programs and direct efforts to attaining objectives
- Motivates the staff and board
- Encourages coordination and accountability
- Gives a clear measure for success
- Assures enough lead time to undertake projects effectively
- Leads to steady growth by encouraging yearly evaluation

Recipe for a Plan

A plan is a flexible document seasoned by specific local needs. Most plans include the following:

- Description of the library's service area and communities
- Summary of data supporting library's needs
- Statement of general goals and specific objectives
- Details of services, programs, personnel, collection, and facilities desired
- Identification of priorities
- Timetable for achieving goals and objectives, both short- and long-range
- Cost projections for implementing the **Plan**
- Projections of resources
- Assignments and responsibilities for implementing the **Plan**
- Publicity campaign to accompany changes
- Provision for evaluation and reassessment at specific intervals

WE PLANNED. HOW ARE WE DOING?

The manual *Planning for Library Excellence* is an excellent resource for reviewing services and resources.

Does the library have a long-range plan on file at the State Library?

Is the plan updated annually?

Have procedures been drawn up for evaluating the plan?

Is the responsibility for planning clearly defined?

Are you familiar with and committed to your library's long-range plan?

Planning Library Buildings

As trustees face the challenges of planning library services for the future, increased space and additional locations may become a major consideration. Boards must decide whether to build a new library, renovate or expand current facilities, or find an existing space to be converted into a library. Construction plans should be considered in the context of the total library plan. Trustees need to study service needs, explore alternatives, project funding, and establish priorities.

Most planning processes will lead to the identification of a probable date when new library space should be in operation.

While having a new building may be the best answer, it is not always the most practical and should be measured against other options: purchase of an existing building, lease of an existing building, remodeling of the library, addition to the library, or in some cases, adding branches. Depending on the library and its services, the addition of a bookmobile or other outreach techniques may be considered in expansion plans.

Each library system shall prepare, and review annually, a long-range, five-year building program addressing the need for new facilities, renovation to existing facilities, or a combination of projects. (Planning For Library Excellence)

Building Program

After the library has completed its community analysis, defined its long-term goals and objectives, and determined the need for additional space, a library building program is developed. The building program defines the specific needs of the library in both quantitative and qualitative terms. The building program should bring together the thinking of the library board, the library director, the library staff, and the community on the purpose, scope, and function of the library building. A library consultant is sometimes hired to assist in writing the library building program.

The building program should also stress that the building must be flexible and able to respond to future developments. Library functions and spaces should be able to expand and contract as needs develop or diminish. Existing and future technologies should be anticipated. Computerization, miniaturization, electronics, and other factors are already in play and will continue to develop. This has implications for the buildings structure, its heating, ventilating, and air conditioning systems (HVAC), its power, lighting, electronic, and communications systems (PLEC), as well as the ergonomic needs in planning spaces and equipment.

Architect

The architect should be hired only after a library has completed these beginning steps of construction planning. The architect can then use the library building program in designing the building.

Architectural services are covered under professional services in the Virginia State Procurement Act. Therefore, a request for proposal is issued for services.

In hiring an architect, the library should solicit applications, rank them by preference, and then enter into negotiations with the top choice, conducting personal interviews with the person or firm that interests the library board. The past experience of the architect should be considered, as well as the architect's personal philosophy. Final fees are discussed and agreement reached. If agreement cannot be reached with the first choice, the board then declares that is the case and enters negotiations with the next candidate.

Design of the Building

Once an architect is hired, the actual design of the building can proceed along with final decisions on location, size, addition or all new construction, etc. The general steps that will follow are:

- Preparation of schematic design
- Preparation of preliminary plans and design development
- Preparation of specifications and working drawings
- Advertising and receipt of bids
- Bonding process
- Award of contracts
- Actual construction
- Acceptance of performance
- Move to new building

Planning Responsibilities

Planning for Library Excellence should be consulted for building-related state standards and guidelines.

Trustees, staff, consultants, architects, interior designers, city councils, county boards, jurisdictional staffs, regional planning departments, and community members all fit into the picture.

Trustees

- Determine that a new building is needed
- Provide leadership in the campaign to inform the community and secure necessary support for the project
- Appoint a building committee and assign tasks
- Select and hire a library building consultant
- Select and hire an architect
- Obtain financing for the project
- Select and purchase the site
- Approve the written building program
- Approve preliminary and final architectural plans
- Solicit and approve bid documents
- Approve all contracts and any change orders to the contract

Library Staff

The library director and staff actively participate in planning for construction projects by compiling information, surveys, and statistics; by helping to prepare a written building program; by preparing building applications and reports; and by maintaining project records. The library director must be a member of the building team for accomplishment of a functional plant to support the library program.

Library Building Consultant

The consultant is usually an experienced librarian who has participated in several successful building projects. The cost of a building consultant can usually be saved many times over in reductions in construction and operating costs. Working with board and staff, the building consultant can provide any or all of the following services:

- Survey the library's space needs
- Write the library building program
- Project future staff and operating costs
- Prepare a preliminary project budget
- Provide site analysis and recommendations
- Provide advice on funding options
- Provide assistance in selection of the architect
- Review all plans prepared by the architect and provide a written evaluation
- Review needs, specifications, and layout for shelving, furniture, and equipment
- Provide a final inspection of the facility

The ALA publication *Library Building Consultants* is available from the Interlibrary Loan Section of the Virginia State Library and Archives.

We're Set To Go. What's Next?

The board with its planning completed, money in hand, and architect in the final stages of plans should follow this sequence:

- Review every nuance of the building plan. Decide what features can be optional (bid alternates) so that separate bids can be taken on these items.
- Review estimated costs so that the construction bids do not surprise.
- Follow all local ordinances and structures. Zoning and building codes should be checked as plans are made, but enlist the help of appropriate officials in the plan review and in recommending contractors to be asked to bid.
- Follow correct bidding procedures, legal and ethical. Allow time for bidders to estimate closely. Invite enough bidders so that there is a range.
- Analyze bids ruthlessly. Be sure you are getting what was specified with no unsuitable substitutes. Accept the bid that most closely meets specifications as well as offering good value.
- All bids too costly? You can call for new bids to an amended set of specifications. You can also rule out the optional features (bid alternates) that did prove to be too much.

- Create a team of board, director, architect, and contractor to follow progress and to make regular reports.
- Expect some changes. Discoveries will be made about unexpected problems and opportunities. The contractor may suggest, for example, that a new tile may be less expensive and serve just as well as that specified. If so, that's a credit you can apply to something that will cost more (such as discovering poor soil on the site).
- Expect performance. This building is going to be a fixture in the community for a long time and should be properly and expertly built. Some boards find that the contractor has taken the job as a fill-in. Don't accept excuses!
- Watch the expenditure of funds in a professional manner. Payments should be made upon proper evidence, but promptly. If you need financial advice, seek it from a good mortgage banker or experienced purchaser of construction.
- Meet frequently during the building process. Meetings keep you in touch with progress, permit decisions on changes, and provide the material for ongoing public relations in the community.
- Plan for orderly occupation of the building, when it's ready, with festivities and community involvement. Allow plenty of time for moving in, completing the landscaping and other amenities, and then showing off the newest and best community asset.

Keep in the back of your mind how long it took to achieve this objective. Keep "need for expansion" in your planning process so that the next building will arrive when it is needed. There is nothing more satisfying than a new facility that enlarges the ability of the board to bring exciting services to an appreciative community.

Questions and Answers About Buildings

Confirm the needs the building will serve and decide how to translate these into an actual plan:

1. Should the board use a building consultant?

In recent years, numbers of librarians have specialized as building consultants, most often in determining space needs and layout for the purposes the board has seen. A consultant will look at the community data, consult with the librarian, staff, and board, and apply data to recommendations right down to location and size of a department in the building. Most consultants are **not** designers, but they provide guidance to the architect who must visualize the structure.

The State Library can provide a number of names of consultants for the board's consideration.

2. How does a board find an architect?

Boards can visit or review plans and pictures of other libraries for clues to architects who may be asked to be interviewed. Until a few years ago, there were few architects specializing in libraries, but many in the profession have since found these structures challenging.

The board will need to be satisfied that the architect has some understanding of the functions of libraries, will work closely with the board on designs reflecting what the board feels the community will enjoy, and will give good supervision with the contractor. Legal counsel should be sought on an appropriate contract.

Even architects experienced in library design need the guidance of specifications for use of the library: space for special purposes, the need for floor loads, extra power, access by the handicapped. Directors (and the consultant if used) will have noted the special needs of libraries for public and private areas, for loading, for staff use, and for expansion at a later date.

3. How does the board find a contractor?

Specifications by an architect will be submitted to contractors for bids. It is wise for the board to have the specifications include a number of options so that it can add or subtract as cost is known. Libraries that think ahead have often been able to get inexpensive future expansion space, for example, with the building. And the board should be prepared to settle for less luxurious features should costs mount.

The board should interview contractors if it wishes to prequalify them for the bidding. Often the municipality or county will have a list of those to whom it offers the bidding opportunity. Multiple bids are needed, but an overly long list may not add to the board's ability to make the decision. Low bid is one factor, probably the most important, but value and evidence of good work elsewhere are considerations.

4. Who supervises the building?

Usually the library director is the link from the board to the architect and builder and the person who checks to be sure the library is meeting local ordinances and codes. The director and architect and sometimes the builder bring to the board decisions on changes as well as regular reports on progress. The board watches and asks questions. The project is a team effort, which may also involve local officials. The better the original plans and the more precise the specifications, the more likely that construction will run smoothly.

Most library boards, having weathered a building project, report that vigilance on the part of the board, watchdogging by the architect, timely performance by the builder, and surveillance by the director kept the project on time and in good order. Most boards also report relief when the project was completed; building can be a trying time for all the people involved.

5. How does the library keep the public informed?

Especially on a visible building going up, there will be public interest in what's happening. Regular updating of press releases is indicated, and there are times during the process when special events can be held, such as groundbreaking, cornerstone laying (perhaps with a time capsule), the first brick, and topping off.

6. How should the board plan well in advance for use of the new facility?

Plan and announce, when it's safe to do so, an occupancy date when the public can see the building. If the community is to be involved in helping to move, set dates and procedures.

Withhold an open house until the library is really ready, complete with parking and landscaping. Make the ceremonies memorable; the date will be the library's birthday for many years.

7. When does the board begin thinking about future needs?

Ideally, the new space will meet needs for a long time. But not forever! Keep on the planning agenda some space for thinking about what comes next.

Most of these elements apply to planning of new space whether in a new building, an existing building, or a conversion.

Construction Timetable

Trustees should understand that the planning process for library construction will require a substantial amount of effort by the board, the library director, and the staff. Planning normally takes approximately twenty-four months and delays must be anticipated.

Sample Timetable for a Building Project

Feb.	Preliminary determination of a space need
Mar.	Selection of a building program consultant if one is to be hired
May	Building program written
June	Site application completed
Aug.	General and financial application (local funding commitment) completed
Mar.	Architect's contract signed Title to site transferred
Apr.	Architect's schematic plans reviewed by trustees and director
May	Architect's design development plans reviewed by trustees and director
July	Architect's working drawings reviewed by trustees and director
Aug.	Advertise for bids after approval of architect's final plans
Oct.	Bids are publicly opened and contract awarded to lowest bidder meeting all requirements
Nov.	Construction of library begins

Funding for Buildings

The need for a new library building or renovation of an existing one is usually evident long before funds are available to begin the project. Good planning, along with the commitment of the board, can help shorten the time between these two points.

There are a variety of sources for financing library buildings. In many cases, more than one source is used. The board and the library director should be aware of the different funding possibilities and be thoroughly familiar with the advantages and disadvantages of each one.

Local Government Appropriation

The local government is a viable source of funding for buildings. It is not uncommon for a project to be financed over a period of three to five years, scheduled to accommodate the use of current revenues.

Bond Issues

Another method is to have a library bond referendum on the ballot to finance the project. This method requires the development of a comprehensive needs statement, convincing the local government of the needs, understanding the electorate, and conducting an effective campaign.

Federal Grants

Currently, funds are available for new library construction and renovation from Title II of the Library Services and Construction Act. Libraries are notified when the allotment is made by the U.S. Department of Education and they are invited to apply for a grant. The grants are awarded annually, with funding limited to not more than one-half of the total cost of the project. For more information, contact the Building Consultant, Public Library Development Division, Virginia State Library and Archives.

Gifts and Bequests

Gifts and bequests from citizens and corporations have traditionally provided funds to supplement other sources of funding. Occasionally, a single benefactor will contribute the full amount or make a substantial contribution to the building fund. As a rule, however, securing funds by this means is a slow process and should not be relied on as the sole funding source.

Public Subscription and Donations

Fund raising requires a great deal of time and careful planning. Unless professional assistance is available, it is difficult to depend on this means except for small projects.

SUMMARY OF RESPONSIBILITIES FOR PLANNING

Board of Trustees

Analyzes the community and considers the strengths and the weaknesses of library service.

Sets goals, adopts both short- and long-range plans for library growth.

Sets priorities and decides on course of action to implement plans.

Library Director

Participates fully in the community-analysis process and in the continuing survey of library service.

Recommends plans for library's growth and objectives to achieve goals. Selects strategies for achieving objectives.

Administers library in terms of its plans as adopted by the board; suggests revisions as needed.

EVALUATION OF PLANNING

Evaluate the library annually when planning for future development. Review the budget versus service, personnel, public relations, policies, regulations, building maintenance, etc.

Conduct an annual appraisal of the board's performance, including attendance and committee work.

NOTES

Trustees and the Political Process

TRUSTEES AND THE POLITICAL PROCESS

It is essential for trustees to be knowledgeable about the political process and to learn ways to affect decision making. It is equally important for trustees to understand the layers of the political process. In Virginia, these layers include town, county or city, and state officials who have certain powers through which libraries gain support. On the national level, Congress makes broad decisions that filter directly down to affect states and localities. Trustees need to cultivate frank, open relationships with all these officials, working with them to produce the best possible climate for libraries.

Lobbying

Lobbying is the process of expressing opinions to the decision makers and supporting those opinions. It provides an excellent opportunity for trustees to speak out with knowledge and experience, to present facts, figures, and evidence, and to help legislators understand libraries and what they mean to their constituents. Trustees should get to know their elected officials on the local, state, and national levels and to communicate with them about the issues affecting libraries.

Lobbying is the job of trustees. You represent the community and are advocates of the library. Trustees can make a difference because:

- You see the library from the user's viewpoint
- You have a perspective on the full range of public services
- You represent a broad base of consumers
- You are volunteer participants in government and
- You are voters

Remember, you do not have to do it alone. Others in the community will be willing to support you if you provide them with the facts and let them know you need their help. In any lobbying effort participants need to understand the legislative process and to proceed under a coordinated plan of action.

Although there are a variety of ways to lobby, there is no substitute for personal contact. Remember always to thank elected officials for listening to you and for helping you.

Keep up with proposed legislation on the local, state, and national levels that may have an impact on library service in your community. Support and participate in state and national Legislative Day activities sponsored by the Virginia Library Association. Be a true advocate for libraries!

The ABC's of Lobbying for Library Trustees

ANSWERS	Be sure you have them. Anticipate questions and be prepared.
BUILD	coalitions. Involve others who share your concerns: library users, Friends, business people, teachers, retirees.
COMMUNICATE	State your case clearly, concisely, consistently.
DEVELOP	a plan with timetable for what you want to accomplish. Follow it.
EXPERT	Remember you're it.
FOCUS	on the facts. Prepare a simple fact sheet to give to legislators. Use as the basis for letters, testimonials.
GOALS	Know what you want and how you aim to make it happen.
HELP	Offer the library's services to those you're trying to impress.
INVITE	a legislator to lunch. Sponsor special legislative days or breakfasts to share your concerns.
JOG	their minds about libraries year-round. Send newsletters, articles of special interest. Don't wait for a crisis to make a contact.
KEEP	your cool. Avoid arguments. Keep talking and smiling.
LOCAL	Represent the local point of view. Tell how the proposal will affect the library and voters in your community.
MEMBERS	Don't take your members/supporters for granted. Keep them informed of what is happening and how they can help.
NEEDS	Know the library's needs and priorities. Work with the director.
OPINION	Speak up with your opinion. Make clear whom you represent.
POLITICS	Learn how politics are played in your area, who the key players are.
QUICKLY	Know the status of your proposal and be ready to respond quickly.
REASONABLE	Keep your request reasonable. Be prepared to compromise.
SUPPORT	legislators who support libraries. Give money. Campaign. Urge others to support them. Above all, vote for them.

THANK	your legislators in person and in writing. Let them know you appreciate them.
USE	the correct form of address, a small, but important detail. Check your library for correct names, titles, and addresses.
VISIT	your legislators. Attend meetings. Let them meet the face behind the voice or letter.
WRITE	letters, friendly, to the point, that let the legislator know where you stand. Avoid form letters.
(E)XTRA	attention to detail pays off. Your credibility depends on being well organized.
YOU	can make a difference. Let those in power know there are people out there who care about libraries.
ZEALOUS	Never give up! Be zealous in your efforts to keep libraries visible and their needs known.

Adapted from the brochure *Speaking Out For Libraries*, produced by the American Library Trustee Association.

Do you know your local, state, and national elected officials?

**Have you contacted your state or national
legislators about library legislation or funding?**

Do you discuss pending legislation at your board meetings?

NOTES

Public Relations

PUBLIC RELATIONS

A public relations program makes the public aware of a library's services and resources. The program should be both internal and external, reaching staff and volunteers as well as users and non-users of the library. While top management gives the program direction, it is the responsibility of everyone who represents the library to see that the program is carried out, including staff, trustees, friends groups, and volunteers. (Planning for Library Excellence)

Public relations goes beyond the development of publicity to advertise the services and resources of the library. It encompasses a total program in which the library projects the true images of what it is and how it functions, with the goal of developing better understanding and support from the various publics that it serves.

Libraries seldom sell themselves. Reality dictates that they must be marketed if they are to realize their full potential. It is essential, therefore, for trustees to have a clear understanding of the importance of public relations, to establish a public relations policy, and to become involved as a board and as individuals.

Publicity

There are a variety of ways that the library can inform the community of its services and foster a positive public image. Liberal use of the media and creative use of all forms of publicity help to make the public aware of the wide range of materials and services that the library provides. The board must assure that time, staff, and funding are available for advertising library services.

Board Responsibilities

- Establish a public relations policy
- Assure that the library has a public relations plan and schedule
- Support staff training and involvement in the public relations program
- Participate in public relations events and evaluate the public relations program and public services
- Budget for public relations

Individual Trustee Responsibilities

- Be vocal, visible, and well-informed
- Use the library and spread the word
- Listen to the community
- Talk to individual groups about the library's progress, plans, and policies
- Work closely with local officials
- Tell people what trustees do, who they are, when they meet, how they can be reached
- Sell the philosophy and merits of high-quality library service
- Provide facts and figures to persuade people
- Support the Friends of the Library and recruit members

Does your library have a plan for public relations?

Does the budget include funds for public relations?

Do you actively promote the library in the community?

Friends of the Library

FRIENDS OF THE LIBRARY

Friends of the Library are groups of citizens who join together to support, improve, and promote libraries. They understand the importance of library service to the community and work in a variety of ways to help provide quality service and to stimulate the use of the library.

Friends have no vested interest in the library and are in the unique position of being able to make enormous contributions in several areas: fund raising, services, public relations, advocacy, volunteerism, and community involvement. Their activities change as needs change. Friends usually select a limited number of activities to emphasize.

The roles of trustees, library director, and Friends are related but distinct. Trustees represent citizen control and governance of the library. The library director represents the administration and management of the library. Friends of the Library represent citizen participation and assistance to the library. It is highly important to the success of the total library program that all three understand clearly their respective roles and work together toward common goals.

Working with Friends

Trustees should assist the Friends organization and support its activities by providing leadership in the following ways:

- Develop a policy on Friends
- Become a member and attend Friends special events
- Appoint a liaison with the Friends
- Ask for input from the Friends
- Express appreciation to Friends for their support and service

A good relationship between the library director and the Friends group is essential in fostering a climate for joint accomplishments. Each must have a basic understanding of their goals and objectives, a recognition of the strengths that each brings to a common purpose, and the realization that through cooperation they can achieve ultimate success.

What are Friends For

The purposes of organizing a Friends organization vary depending on group interest and community needs. Friends are usually organized with one or more of the following objectives:

- To increase community awareness and use of the library
- To work for library legislation or appropriations
- To encourage gifts, endowments, and memorials for the library
- To provide direct financial assistance
- To raise money and campaign for a new building, renovation, or expansion
- To sponsor programs designed to add to the cultural life of the community
- To volunteer work in the library on specific projects designated by the director

Friends can be most effective by:

- Adopting bylaws, including a clear statement of the Friends roles
- Keeping informed of library plans and policies
- Planning their activities with the approval of the library director
- Carrying out projects without excessive demands on the library staff

Need help in organizing or revitalizing a Friends group?

The Public Library Development Division of the Virginia State Library and Archives can provide assistance in getting a Friends group organized and in maintaining an active program. Consultative service, books, videotapes, audiotapes, lists of other Friends groups, and a variety of brochures and newsletters are available upon request.

Does your library have a Friends group?

Does the board have a policy on the Friends group?

Volunteers

VOLUNTEERS

Volunteers constitute an important community resource for many public libraries. When a program is developed, it should be with the understanding that the use of qualified volunteers in a library program is a supplement to, not a substitute for, paid staff.

Volunteers usually come to the library on an individual basis and participate in on-going work or special projects within the library setting. Their tasks should be of genuine significance and should enhance the services and capabilities of the library. Volunteers can be advocates for the library within the community.

Libraries should not undertake a volunteer program unless the library board and the director are committed to the concept and are willing to devote the necessary time to develop a program that is well managed and will benefit the library.

Successful volunteer programs are:

- Planned and approved by the staff and board
- Based on written policy
- Managed under sound personnel practices—training, evaluation, and development are important to volunteers
- Clear about job descriptions, the status of the volunteer, supervision, expectations as to work schedule, and consistent service
- Clear about policies concerning insurance, use of library vehicles, and paid expenses
- Cognizant of the need to recognize and show appreciation for volunteer work
- Realistic in expectations of hours donated, types of work to be done, and the training required
- Open to the community, in an effort to utilize the skills and talents of people who can contribute to the enhancement of library service

Has the board adopted a policy for volunteers?

Are there procedures in place for managing the volunteer program?

NOTES

Virginia State Library and Archives

VIRGINIA STATE LIBRARY AND ARCHIVES

Mission

The Virginia State Library and Archives collects, preserves, publishes, and makes available materials and a general reference and research library; is the official depository of state documents and a repository of local and federal documents; provides direction, assistance, and counsel to all libraries in the Commonwealth, to all communities which may propose to establish libraries and to all persons interested in public libraries; administers and distributes state and federal library funds; contracts with other states, regions, or districts for the purpose of providing cooperative library services; conducts a program of records management for official state and local records; serves as the archival agency of the state; and publishes original documents and manuscripts related to the Commonwealth of Virginia.

The Virginia State Library and Archives was established by the General Assembly in 1823. It is the library agency of the state, the archival agency of the commonwealth, and the reference library at the seat of government.

The State Library and Archives is governed by the State Library Board, whose fifteen members are appointed by the Governor. It is directed by the State Librarian who is appointed by and serves at the pleasure of the Governor and who reports to the Governor through the Secretary of Education.

The State Library and Archives is organized into four divisions: the Library Division, the Public Library Development Division, the Archives and Records Division, and the Automated Systems and Networking Division.

Library Division

The Library Division administers a 1.5-million-item research collection containing books, periodicals, newspapers, microforms, prints, photos, and other printed items. Primary collection strengths relate to all information on Virginia, southern and Confederate history, library science, and genealogy. It has large collections of photographs of Virginia, prints and etchings, Virginia music, and Confederate money, as well as an extensive broadside collection.

The division is the reference and research library at the seat of government and serves the Governor and his appointed officials, the members of the General Assembly, and the various agencies of the state. It is mandated to collect all relevant material relating to the history of Virginia. The division provides assistance and advice to other agencies in the operation of their libraries. The division lends directly to any resident of Virginia who visits the library, and responds to reference questions by mail or telephone. The division provides interlibrary loan, referral service, and reference assistance to all libraries within the state.

The division is the depository for all state documents and maintains a depository system of libraries throughout the state. It also publishes a regular checklist of these documents and an annual list of all Virginia publications still in print. The division is also a partial federal depository with a large and comprehensive collection containing many unique items.

Public Library Development Division

The Public Library Development Division is responsible for giving direction, assistance, and counsel to all Virginia public and institutional libraries, and to local officials interested in establishing libraries. The division administers the state and federal funds appropriated for public libraries and libraries in state-supported mental, health, and correctional facilities. The division also administers certain library funds appropriated for aid to the visually and physically handicapped, and contracts with the Virginia Department for the Visually Handicapped to provide library service to this group.

The division administers a collection of more than four thousand motion pictures and videotapes available for loan to public libraries and, through them, to other organizations.

The division staff includes the director, an assistant director for public library development, an assistant director for state and federal programs, a literacy consultant, an institutional consultant, a continuing education consultant, a children's and youth services consultant, a building consultant, a consultant for library establishment and support services, and a films librarian.

The division collects and publishes statistics on library collections, resources, and services in Virginia, with major emphasis on public and institutional libraries. The division also sponsors workshops on a variety of topics, for public library staff, trustees, and Friends of the Library, as well as for staff in other types of libraries in Virginia.

Archives and Records Division

The Archives and Records Division consists of the Appraisal and Description Branch, Information Imaging Branch, and Public Services Section.

Appraisal and Description Branch

The Appraisal and Description Branch is responsible for providing advice on records management matters to state and local agencies. The branch provides retention and disposition guidelines for all public records and gives instruction in all phases of records management and in records and information systems.

The branch also is responsible for managing and describing the records transferred to and acquired by the Archives. In doing so, accession analyses are prepared on all collections, and information about the collections is entered into an automated information system.

Information Imaging Branch

The branch conducts a program to inventory and microfilm all vital public records in the localities. It also provides microfilm services to state agencies and performs quality control inspections on all microfilm generated or received by the branch. A security storage vault where all microfilm master negatives of vital records are stored is maintained off-site. In addition, the branch offers an optical scanning service to circuit courts. Through this process, original documents are enhanced and made legible.

Public Service Section

The Public Service section is responsible for making accessible the state's historically valuable state and local public records in the Archives. The Archives also includes a large collection of historical and genealogical private manuscripts, such as personal papers, church records, business records, military records, organizational records, genealogical notes and charts, Bible records, and cemetery records. The staff assists patrons in the use of the collection and conducts limited research.

Automated Systems and Networking Division

This division is responsible for the Virginia State Library and Archives automated systems, their refinement, and utility. The division also serves as a facilitating headquarters for statewide networking and automation consultants.

The division is also responsible for the management of the statewide data bases, Catalog of Virginia Library Resources (CAVALIR) and Virginia Union List of Serials (VA\$L).

Administrative Service

The divisions, branches, and departments of the State Library receive administrative support services from the General Services Office, Human Resource Department, the Public Information Office, the Photographic Laboratory, and the Planning and Budget Office. Public libraries may request assistance on personnel administration and purchasing requirements from the appropriate department.

The division also includes the Publications Branch, which publishes monographs, documentary collections, and finding aids in the field of Virginia history and conducts historical research. In addition to producing *Virginia Cavalcade*, a quarterly illustrated magazine of Virginia history, the branch is involved in two long-range research/publication efforts, the *Dictionary of Virginia Biography* and the Colonial Records Project. Finally, the branch provides production assistance to other library divisions.

HOW THE STATE LIBRARY CAN HELP

Trustees are encouraged to contact the Virginia State Library and Archives for information in the following program areas:

Automation

Automated Systems and Networking Division

Tel: 804-371-7615

- Catalog of Virginia Library Resources (CAVALIR)
- Virginia Union List of Serials (VA\$L)
- OCLC/Group Access
- Development of statewide networking
- Microcomputers in libraries
- Consulting services
- Cooperative networking activities

Buildings

Public Library Development Division

Tel: 804-786-9708

- Consulting services on space assessment, new construction, and renovation
- Technology enhancement
- Bookmobile
- Library furniture and equipment

Children's and Youth Services

Public Library Development Division

Tel: 804-786-2126

- Consulting services on materials, services, and programming
- Summer reading programs

Continuing Education

Public Library Development Division

Tel: 804-225-3891

- Coordination and evaluation of continuing education offerings in the state, primarily for public libraries
- Consultation with libraries to plan and present continuing education activities
- Continuing education calendar
- Needs assessment for continuing education

Friends of the Library

Public Library Development Division

Tel: 804-225-3890

- Consulting services for establishing Friends groups
- Materials and resources
- Workshops and in-service training programs

Library Establishment

Public Library Development Division

Tel: 804-225-3890

- Consulting services to local officials and individuals on library establishment and regional formations

Library Service to State Institutions

Public Library Development Division

Tel: 804-786-1489

- Consulting services to libraries administered by the Department of Correctional Education and the Department of Mental Health, Mental Retardation and Substance Abuse Services
- Grants to library programs in state institutions

Library Service to the Blind and Physically Handicapped

Public Library Development Division

Tel: 804-786-1489

- Information on materials and services available

Library Services and Construction Grants

Public Library Development Division

Tel: 804-786-2298

- Federal grant funds for services, construction, and cooperative projects
- Guidelines for proposals
- LSCA Advisory Council
- Long-range planning

Literacy Programs

Public Library Development Division

Tel: 804-786-2975

- Coordination of literacy efforts in public libraries
- Resource materials
- Consulting service to localities establishing programs

Outreach Services

Public Library Development Division

Tel: 804-786-1489

- Consulting service to localities establishing and maintaining programs

Public Library Development

Public Library Development Division

Tel: 804-225-3892

- Community analysis, planning, and marketing
- Public library annual reports
- Public library statistics

State Aid and Federal Grants

Public Library Development Division

Tel: 804-786-2298

- Requirements for receiving grants
- Formula for allocation for grants
- Guidelines for grant proposals
- Reporting/evaluation

State and Federal Documents

Library Division

Tel: 804-786-2175

- Local access to state publications through depository libraries
- Information on state and federal documents

Trustees

Public Library Development Division

Tel: 804-225-3890

- Consulting services to library boards and library directors
- Resources for trustees
- Workshops and in-service training for trustee

Selected Telephone Numbers

State Librarian.....	804-786-2332
Assistant State Librarian.....	804-786-2334
Archives and Records Division.....	804-786-5597
Automated Systems and Networking Division.....	804-371-7615
Library Division.....	804-786-2303
Reference.....	800-552-3887
Interlibrary Loan.....	800-552-3887
Fax.....	804-225-4035
Public Library Development Division.....	804-786-2320
WATS.....	800-225-4035
Fax.....	804-225-4608

Selected Publications of the Virginia State Library and Archives

Building a More Literate Virginia. Virginia State Library and Archives, 1990. Available on loan.

1990 Film and Video Catalog. Revised periodically. Public Library Development Division. Free.

Checklist of Virginia State Publications. Published annually. \$5.00

Connections. Newsletter published bimonthly by the Public Library Development Division. Includes Calendar of Events. Free.

Directory of Virginia Libraries. Published annually by the Public Library Development Division. Free.

Friends of the Library: Directory and Activities. Library Development Branch, 1986. Free.

Long-Range Program for Development of Virginia's Libraries, 1991-1995. Published by the Public Library Development Division. Updated annually. Free.

VSLA NEWS. Newsletter published bimonthly by the Virginia State Library. Free.

Planning for Library Excellence. Published by the Public Library Development Division, 1988. Available on loan.

Publications of the Virginia State Library. Issued periodically. Virginia State Library and Archives. Free.

Statistics of Virginia Public Libraries and Institutional Libraries. Published annually by the Public Library Development Division. Free.

Virginia Cavalcade. Issued quarterly. Publications Branch, Virginia State Library and Archives. \$6.00 per year; \$10.00 for two years.

Organizations

ORGANIZATIONS

American Library Association (ALA)

The American Library Association is the oldest and largest library association in the world. Its membership of more than forty-five thousand includes librarians, trustees, other interested persons, and institutions.

The purpose of the association is to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all. Major areas of concern include access to information, legislation and funding, intellectual freedom, public awareness, personnel resources, and library services, development, and technology.

The association publishes a monthly journal for members, *American Libraries*, and has two major conferences a year (usually in January and June).

For more information contact: American Library Association, 50 East Huron Street, Chicago, Illinois 60611. (1-800-545-2433)

American Library Trustee Association (ALTA)

The American Library Trustee Association is the division of ALA that is primarily concerned with the interests of trusteeship. Membership benefits include: the means to connect with libraries of all sizes in all parts of the country; advisory services from the professional headquarters staff; *ALTA Newsletter* subscription; the opportunity to serve on one of the ALTA committees of special interest to trustees; information on publications relating to library trusteeship; and discounts on ALTA publications.

Write to: American Library Trustee Association, American Library Association, 50 East Huron Street, Chicago, Illinois 60611. (1-800-545-2433)

ALA Washington, D.C., Office

The American Library Association has an office in Washington that serves as a liaison between the membership of ALA and the federal government. The staff monitors actions of the federal government that affect libraries and disseminates this information to the membership. The staff also supply information on libraries to Congress and government agencies, and works for legislation affecting library programs.

The *ALA Washington Newsletter* is published at irregular intervals to alert members of the status of federal legislation.

For more information write to: American Library Association, 110 Maryland Avenue N.E., Washington, D.C. 20002. (202-547-7363)

Friends of Libraries USA (FOLUSA)

FOLUSA is a national organization that works to develop and support local and state Friends of Library groups throughout the country. The organization meets twice a year in conjunction with the American Library Association. Meetings offer opportunities to meet peers from other states, to engage in problem solving, and to share successes.

The organization provides a number of publications, including *Friends of Libraries USA National Notebook*, a quarterly compilation of activities that have worked for members; *FOLUSA Idea Bank*, a quarterly publication of program ideas; *Public Relations Handbook: A Legislative Agenda*, to help Friends in their advocacy role; *Fact Sheets*, which present summaries of the basics needed by Friends groups; and a new member's kit.

FOLUSA also provides a speaker's bureau and offers a special discount on selected Friends' publications.

Write to: FOLUSA, American Library Association, 50 East Huron Street, Chicago, Illinois 60611. (1-800-545-2433)

Southeastern Library Association (SELA)

The Southeastern Library Association is a regional organization whose objectives are to promote library and information services in the southeastern region of the United States through cooperation, research, and the encouragement of staff development.

Membership encompasses the states of Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

The association has the Trustees and Friends of the Library Section, established for the purpose of promoting libraries and library services through continuing education of trustees and Friends of the Library by means of workshops and the biennial conference.

SELA's biennial conference is held during even-numbered years and the association conducts workshops occasionally.

SELA publishes a quarterly journal, *The Southeastern Librarian*.

For more information contact: Southeastern Library Association, P.O. Box 987, Tucker, Georgia 30085-0987. (404-939-5080)

Virginia Library Association (VLA)

The Virginia Library Association was formed on December 6, 1905, at a meeting held at the State Library. Since that time it has played an important role in promoting library establishment, securing funding, and advancing the educational, cultural, and economic conditions in the state.

VLA is a statewide organization whose purpose is to promote the interests of libraries and

library service in the commonwealth of Virginia. It is composed of libraries, librarians, trustees, Friends, and other interested individuals. Approximately 1,100 individual and institutional members represent a cross-section of educational, commercial, and professional interests.

Publications include the *Virginia Librarian* issued five times a year, and the *VLA Newsletter* published monthly, except January and July.

The association sponsors the Virginia Library Association Jobline, a telephone service for listing job openings. For job openings, call (703) 370-7267. To have openings listed, send information to: VLA JOBLINE, 80 South Early Street, Alexandria, Virginia 22304.

For more information write to: Virginia Library Association, 80 Early Street, Alexandria, Virginia 22303. (703-370-6020)

Trustee/Friends Section

The Trustee/Friends Section of the Virginia Library Association provides an opportunity for trustees and Friends to take an active role in the advancement of better library service throughout the state. The association strives to educate individual trustees and Friends through publications, programs, and personal contacts; to work for library legislation for improved library service; and to inform and stimulate trustees and Friends for greater effectiveness.

Programs are presented at the annual VLA conference, and the section works cooperatively with the Virginia State Library and Archives in conducting regional workshops each year throughout the state. (Call 703-370-6020 for current chairperson.)

NOTES

GLOSSARY OF LIBRARY TERMS

ACCESS: The availability of library and information services to any potential user. Access is complicated by such things as architectural barriers, illiteracy, and inadequate physical plants.

ACCREDITED LIBRARY SCHOOL: A school teaching library and information science at the master's degree level that has qualified for accreditation under requirements of the American Library Association.

ACQUISITIONS: Selecting and acquiring books, periodicals, and other materials by purchase, exchange, and gift.

AUTOMATION: Application of computers and other technology to library operations and services.

BIBLIOGRAPHIC CONTROL: The uniform identification of items of recorded information in various media and the availability of a mechanism for gaining subsequent access to such information.

BIBLIOGRAPHY: A complete or selected list of print or nonprint materials on a particular subject or by a particular author.

BOARD OF TRUSTEES: The governing board of a public library.

BOOKMOBILE: Usually a van, bus, or station wagon filled with a collection of library materials that are used in areas where there are no libraries or limited library facilities.

BRANCH LIBRARY: An auxiliary library with separate quarters, a permanent basic collection of books, a permanent staff, and a regular schedule, under the administration of the central library.

CALL NUMBER: Letters and numbers indicating the location of a book or other material, usually composed of the **classification number** and the author's last initial.

CATALOG: A listing of books, periodicals, maps, etc., arranged in a definite order and serving as a guide to the material found in the library. Common formats include card, book, microform, or on-line. See also COMCAT.

CENTRAL OR MAIN LIBRARY: Headquarters of a city, county, or regional system.

CENTRALIZED CATALOGING: The preparation of catalog records for libraries at diverse locations by a central department or agency.

CERTIFICATION: The action taken by a legally authorized state body on the professional or technical qualifications of librarians and library workers in publicly supported libraries.

CIRCULATION: The activity of a library in lending books and other materials to borrowers and keeping a record of such loans.

CLASSIFICATION: A systematic scheme for the arrangement of books and other material according to subject or form. The two most common systems in use in the United States are the Dewey Decimal and the Library of Congress classifications.

COLLECTION: A group of library materials having a common characteristic, such as Juvenile Collection, Reference Collection, Pamphlet Collection, etc. This term may also refer to the library's entire holdings.

COMCAT (Computer Output Microform CATALOG): A computer-produced library catalog in microform format, usually microfiche or microfilm.

COMPUTER PROGRAM: A sequence of instructions that cause a computer to complete a desired task.

CONSORTIUM: A formal or informal association of libraries or other organizations having the same or interrelated objectives.

CONTINUING EDUCATION: Opportunities provided personnel for personal improvement and growth in their profession.

COOPERATIVE ACQUISITION: A policy adopted by two or more libraries by which library materials purchased by one library are used by another, thereby avoiding the duplicate purchase of certain expensive or specialized materials.

COOPERATIVE CATALOGING: A policy adopted by two or more libraries by which catalog information produced by one library is used by another.

DATA: A term for facts, numbers, letters, or symbols describing an object, idea, situation, etc.

DATA BASE: A file of data maintained in the computer system.

DATA PROCESSING: The systematic manipulation of data by a machine resulting in a desired arrangement of information.

ELECTRONIC MAIL: The sending of messages from one location to another using computers and electronic communications channels.

FACSIMILE TRANSMISSION: Sending an image (picture or page of text), usually on paper, from one point to another by electronic means.

FULL FUNDING FOR PUBLIC LIBRARIES: The amount of money authorized by state law for support of public libraries.

GOVERNING BODY: The board or council that governs a local government unit.

HARDWARE: The physical equipment in a data processing system.

INFORMATION RETRIEVAL: Methods of retrieval vary from a simply index or catalog to some kind of punched card or microfilm record that requires equipment for mechanically selecting the material required.

INTERLIBRARY COOPERATION: Two or more libraries agree to share library materials, staff, or facilities in an attempt to improve each individual library's services.

INTERLIBRARY LOAN (ILL): A cooperative arrangement among libraries by which one library may borrow materials from another library. Also refers to a loan of library materials by one library to another.

JOBBER: A company that sells products from many producers and publishers.

KEYWORD: A significant word in a data-base entry that can be used to recall the entry on demand.

LIBRARY BOARD. See BOARD OF TRUSTEES.

LIBRARY SERVICES AND CONSTRUCTION ACT (LSCA): The title of federal legislation under which Congress appropriates money for library use.

MACHINE-READABLE: Information in a form such as punched holes or magnetic codes that can be processed directly by computers and other machines.

MAJOR URBAN RESOURCE LIBRARY (MURL): Libraries that meet the federal eligibility requirement of serving a city population of 100,000 or more. These libraries agree to share their resources via interlibrary loan as a condition to receiving a MURL grant.

MASTER'S DEGREE IN LIBRARY SCIENCE (MS, MA, MLS, MSLS): Advanced degrees in library science.

MICROFORM: Greatly reduced images of a printed page copied on photographic film, which can be enlarged for reading on special projection machines.

MICROFICHE: Refers to sheet film.

MICROFILM: Refers to roll film.

NETWORK: An interlibrary arrangement by which libraries and participating agencies make books, information, and services available to each other.

NONRESIDENT: A person who resides outside the taxing area of a public library.

OFF-LINE SYSTEM: A system in which the terminals and other access points are not connected directly to the computer.

ON-LINE RETRIEVAL: The use by patron or library staff of a computer terminal for obtaining information directly from a computer data base.

ON-LINE SYSTEM: A system by which the terminals and other data collection and displaying devices are connected directly to the computer, enabling immediate and constant access to the data base.

OUTPUT MEASURE: The result of the collection, analysis, and organization of objective, quantitative data.

OUTREACH: Programs and activities that extend beyond the library building. Examples include service to nursing homes, jails and other correctional facilities, bookmobile service and books-by-mail service to the geographically remote, and service to the homebound.

PERIODICAL: Magazine, newspaper, or other material normally issued at regular intervals. Each issue in the series is numbered consecutively and/or dated.

PUBLIC LIBRARY: A library supported mainly by local taxes and open to all users.

READY REFERENCE CENTER: Telephone service provided by a library to give quick answers to reference questions, interlibrary loan requests, etc.

REALIA: Animals, art objects, games, paintings, toys, and similar items circulated by some libraries.

RECIPROCAL BORROWING: An arrangement by which a person registered at one library may borrow books in person from another library.

REFERENCE SERVICE: A library's activity in seeking to locate and supply specific information requested by library users and in assisting patrons to use the resources of the library.

REGIONAL LIBRARY: A public library serving more than one political subdivision.

SATELLITE: An electronic device moving in orbit around the earth capable of transmitting information almost instantaneously over large distances via microwaves.

SINKING FUND: A fund established for the purpose of defraying the costs of acquiring large expenditure items, such as bookmobiles.

SOFTWARE: The programs required in order for the computer to produce desired results.

STANDARDS FOR LIBRARIES: Guidelines or criteria developed at state and national levels suggesting or requiring certain minima deemed essential for proper operation of libraries.

STATE LIBRARY AGENCY: In Virginia, the library agency of the state, the archival agency of the commonwealth, and the reference library at the seat of government. This agency is also charged by law to give direction and assistance to all public and institutional libraries.

STATE PLAN: A long-range plan for library programs that must be submitted by a state before it can receive federal grants under the Library Services and Construction Act.

TECHNICAL SERVICES: Those services connected with purchasing, cataloging, binding, and preparing for library use materials added to a collection, and maintaining the collection with necessary repairs and renovation of all library materials.

TELECOMMUNICATIONS: Transmission and reception of data by electromagnetic means.

TERMINAL: A point in the computer system at which data can be entered or withdrawn. The most common terminals are CRTs and printers.

UNION CATALOG: A catalog listing the holdings of two or more libraries, generally established through cooperative effort; used especially for interlibrary loans.

VENDOR: A commercial or institutional distributor of products, a book wholesaler, or an owner of a computer data base to which a library may subscribe.

VERTICAL FILE: A collection of pamphlets, clippings, and/or pictures kept in a filing cabinet and arranged for ready reference, generally by subject. Also called Pamphlet File or Information File.

VIDEOTEXT: A system that enables viewers to call up a variety of information from a computer data base onto their television screen. Viewers interact with the computer using a typewriterlike keyboard attached to their television set, which is connected to the computer over telephone lines.

WEEDING: The process of examining books, pamphlets, and various materials and removing from the current collection those items that are out-of-date, obsolete, shabby, and unneeded duplicates.

Acronyms and Abbreviations

ALA: American Library Association	NLW: National Library Week.
ALTA: American Library Trustees Association.	OCLC: Online Computer Library Center. A major bibliographic utility.
CAVALIR: Catalog of Virginia Library Resources.	OIF: Office for Intellectual Freedom.
CD-ROM: CompactDisc-Read Only Memory.	PAC: Public Access Catalog, a user-friendly terminal, either touch or keyboard, that permits patron access to an electronic card catalog.
CEU: Continuing Education Unit. A term applied to adult education.	PLA: Public Library Association.
FOLUSA: Friends of Libraries-USA.	PLS: Public Library Section of the Virginia Library Association.
FTE: Full-time equivalent.	RFP: Request for Proposal.
FY: Fiscal Year.	SCHEV: State Council on Higher Education in Virginia.
ILL: Interlibrary loan.	SELA: Southeastern Library Association.
ISBN: International Standard Book Number. A unique numerical identifier for each book or monograph publication.	SNUAB: State Networking Users Advisory Board.
ISSN: International Standard Serial Number. A unique numerical identifier for each serial publication.	SOLINET: SOutheastern LIBrary NETwork. Includes more than one hundred twenty nonprofit public, academic, special, and state libraries in ten southeastern states; provides member libraries access to computerized bibliographic data systems.
LC: Library of Congress.	VA\$L: Virginia Union List of Serials.
LJ: Library Journal, a trade publication for all interested in libraries.	VFHPP: Virginia Foundation for the Humanities and Public Policy.
LSCA: Library Services and Construction Act.	VLA: Virginia Library Association.
MARC: MACHine Readable Cataloging. A standard format for computer data about library materials, originated by the Library of Congress.	VSLA: Virginia State Library and Archives.
NCLIS: National Commission on Library and Information Science.	WHCLIS: White House Conference on Library and Information Services.
NEH: National Endowment for the Humanities.	

RECOMMENDED READING FOR TRUSTEES

General Information

- Arney, Mary. *Library Boards—Who are They and How do They Get There*. ALTA Publications, No. 7. American Library Trustee Association, 1988.
- Casey, Daniel W. "Why Public Library Trustees? Here's Why!!" *Public Library Trustee*, March, 1978, pp. 3-4
- Houle, Cyril O. *Governing Boards; Their Nature and Nurture*. Jossey-Bass Publishers, 1989.
- Ihrig, Alice B. "Are You Ashamed to Be a Trustee?" *Public Library Trustee*, March, 1978, pp. 3-4
- Ihrig, Alice B. *Decision Making for Public Libraries*. Library Professional Publications, 1989.
- Kessler, Selma P. "The Identity Crisis of the Public Library Trustee." *Public Library Trustee*, June, 1979.
- Lange, C. E. "Rural Public Library Trustee: A Preliminary Assessment." *Library Trends*, Spring, 1980, pp. 1-4
- Short, Jack. "Library Trustee Guidelines." *Public Library Association*, March, 1975, pp. 29-30
- Smith, Sherry L. "How To Promote Trustee Effectiveness." *Public Libraries*, Spring, 1983, pp. 17-18
- Young, Virginia G., ed. *The Local Trustee: A Practical Guidebook*. 4th ed. 1988.
- Young, Virginia G. "The Library Trustee: Helping To Shape Library Service." *Catholic Library World*, December, 1981, pp. 209-210.
- Young, Virginia G. *The Trustee of the Small Public Library*. LAMA Small Libraries Publications, No. 1. American Library Association, 1978.

Administration

- Sinclair, Dorothy. *Administration of the Small Public Library*. American Library Association, 1979.

Board Organization

- Bommer, Michael R. W., and Ronald W. Chorba. *Decision Making for Library Management*. Knowledge Industry Publications, 1982.
- Doyle, Michael, and David Straus. *How To Make Meetings Work*. Playboy Paperbacks, 1977.

Sorenson, Roy. *The Art of Board Membership*. Association Press, 1960.

Buildings

Dalgren, Anders C. *Planning the Small Public Library Building*. LAMA Small Public Libraries Publications, No. 11. American Library Association, 1985.

Johnson, Jane G., ed. *Library Buildings Consultant List*. American Library Association, 1989.

Lushington, Nolan, and Willis N. Mills, Jr. *Libraries Designed for User Planning Handbook*. Library Professional Publications, 1980.

Wisconsin Library Building Project Handbook. 2d rev. ed. Wisconsin Department of Public Instruction, 1990.

Duties and Responsibilities

Altman, Ellen. *Local Public Library Administration*. 2d. ed. American Library Association, 1981.

Davies, Jeanne, ed. *Major Duties, Functions and Responsibilities of Public Library Trustees, an Outline*. ALTA Publications No. 8. American Library Trustee Association, 1988.

Mehaffey, Kathleen. *The Librarian as Administrator of the Small Public Library*. Small Libraries Publications, No. 2. American Library Association, 1978.

Rochell, Carlton. *Wheeler and Goldor's Practical Administration of Public Libraries*. Harper and Row, 1981.

Friends of the Library

Ashfield, Jean A. *Friends of the Library Handbook*. Friends of the New Hampshire Libraries, 1980.

Dolnick, Sandy. *Friends of the Library Sourcebook*. 2d ed. American Library Association, 1990.

Funding and Budgeting

Alley, Brian. *Keeping Track of What You Spend; The Librarian's Guide to Simple Bookkeeping*. Oryx Press, 1982.

Geddes, Andrew. *Fiscal Responsibility and the Small Library*. Small Libraries Publication No. 3, Library Administration and Management Association. American Library Association, 1978.

Prentice, Ann E. *Financial Planning for Libraries*. Scarecrow, 1985.

Sheilds, Gerald, ed. *Budgeting for Accountability in Libraries: A Selection of Readings*. Scarecrow Press, 1974.

Smith, G. Stevenson. *Accounting for Librarians and Other Not for Profit Managers*. American Library Association, 1983.

Grants and Fundraising

Baker and Taylor Company. *Winning the Money Game: A Guide to Community Based Library Funding*. Baker & Taylor Co., 1979.

Bonnell, Pamela. *Fund Raising For the Small Library*. LAMA Small Libraries Publications, No. 8. American Library Association, 1983.

Boss, Richard W. *Grant Money and How to Get It: A Handbook for Librarians*. R. R. Bowker, 1980.

Breivik, Patricia Senn and E. Burr Givson. *Funding Alternative for Libraries*. American Library Association, 1979.

Flanagan, Joan. *The Grassroots Fundraising Book: How to Raise Money in Your Community*. Rev. ed. Contemporary Books, 1982.

Hillman, Howard. *The Art of Winning Foundation Grants*. Vanguard Press, 1975.

Success Stories: How 15 Libraries Raised Money and Public Awareness. American Library Association, 1983.

Hiring and Evaluating the Library Director

Bolt, Nancy M. *Evaluating the Library Director*. ATLA Publication, No. 6. American Library Association, 1983.

Geddes, Andrew, and James A. Hess. *Securing a New Library Director*. Rev. ed. American Library Association, 1977.

Kessler, Selma P. "Trustees Urged to Evaluate Their Library and the Director." *Public Library Trustee*, September, 1978, pp. 1-2.

Sandy, John H. "Recruiting the Public Library Director." *Public Libraries*, Summer, 1981, pp. 44-46.

Insurance/Security/Disaster Preparedness

Brand, Marvin. *Security for Libraries: People, Buildings, Collections*. American Library Association, 1984.

Morris, John. *The Library Disaster Preparedness Handbook*. American Library Association, 1986.

Nelson, William G. *Selected Risks Pertaining to Library Operation: Their Control and Insurability*. American Library Association, 1981.

Intellectual Freedom

American Library Association. Office of Intellectual Freedom. *Intellectual Freedom Manual*. 3d ed. American Library Association, 1989.

Berninghausen, David K. *The Flight from Reason: Essays on Intellectual Freedom in the Academy, the Press, and the Library*. American Library Association, 1975.

Moon, Eric. *Book Selection and Censorship in the Sixties*. R. R. Bowker, 1969.

Legal Responsibilities

Bosmajian, Haig, comp. *Censorship, Libraries and the Law*. Neal-Schuman Publishers, Inc., 1983.

Ladenson, Alex. *Library Law and Legislation in the United States*. Scarecrow Press, 1982.

Personnel

Personnel in Libraries. *Library Journal* Special Report No. 10. *Library Journal*, 1979.

Sheldon, Brooke. *Personnel Administration in the Small Public Library*. Small Libraries Publications, No. 5. American Library Association, 1980.

Stoller, Irene Gitomer, and Charles E. Reid. *Library Trustees and Personnel*. American Library Association, 1983.

Sullivan, Peggy, and William Ptacek. *Public Libraries: Smart Practices in Personnel*. Libraries Unlimited, 1982.

Planning and Evaluation

Line, Maurice B. *Library Surveys: An Introduction to their Use, Planning, Procedure, and Presentation*. Archon Books, 1969.

Lushington, Nolan. *Consultants and Library Boards*. ATLA Publication, No. 2. American Library Association, 1981.

Lynch, Mary Jo. "Public Library Planning: A New Approach." *Library Journal*, May 15, 1980, pp. 1131-1134.

McClure, Charles, et al. *Planning and Role Setting for Public Libraries*. American Library Association, 1987.

Palmour, Vernon E. *A Planning Process for Public Libraries*. American Library Association, 1980.

The Public Library: Circumstances and Prospects. University of Chicago Press, 1978.

A Questionnaire to Evaluate Your Library and Library Board. American Library Trustee Association, 1988.

Van House, Nancy, et al. *Output Measures for Public Libraries: A Manual of Standardized Procedures*. 2d ed. American Library Association, 1987.

Policy Making

General

White, Ruth, and Eleanor Ferguson, eds. *Public Libraries Policies General and Specific*. Public Library Reporter, No. 9. American Library Association, 1970.

Collection Development

Futas, Elizabeth. *Library Acquisition Policies and Procedures*. 2d ed. Oryx Press, 1984.

Katz, William A. *Collection Development: The Selection of Materials for Libraries*. Holt, Rinehart & Winston, 1980.

Personnel

Outline of a Personnel Organization and Policy Manual. Personnel Administration Committee. New York Library Association, 1975.

The Personnel Manual: An Outline for Libraries. American Library Association, 1977.

Van Zant, Nancy Patton, ed. *Personnel Policies in Libraries*. Neal-Schuman Publishers, Inc., 1980.

Political Process

Allerton Park Institute (25th, 1979). *Organizing the Library's Support: Donors, Volunteers, Friends*. University of Chicago Graduate School of Library Science, 1980.

Burgess, Dean; Patricia Groseck; and Diana Young. *Getting It Passed: Lobbying Libraries*. American Library Association, 1984.

Volunteers

Flanagan, Joan. *The Successful Volunteer Organization: Getting Started and Getting Results in Nonprofit, Charitable, Grass Roots and Community Groups*. Contemporary Books, 1981.

Periodicals

ALTA Newsletter. Published by the American Library Trustee Association for its members.

Friends of Libraries U.S.A. National Notebook. Quarterly, to members of Friends of Libraries U.S.A.

Trustee Digest. American Library Trustee Association. American Library Association. Quarterly.

RECOMMENDED LISTENING AND VIEWING

Audiocassettes

The Library Trustees Role in Finance 1 cassette. ALTA. American Library Association, 1976.

Budgetary Planning for Libraries. 2 cassettes. American Library Association, 1979.

Great Expectations: Evaluating the Director/Evaluating the Board. 2 cassettes. American Library Trustee Association, 1988.

Films and Videocassettes

At the Interview. Videocassette. 23 min. American Library Association, 1988.

Conference of the Future of the Public Library. Videocassette. 15 min. OCLC, 1988.

Library Lobbying: A Primer for Trustees. Videocassette. 16 min. American Library Association, 1983.

Library Trustees: Meeting the Challenge. Videocassette. 16 min. American Library Association, 1988.

Making Friends: Organizing Your Library's Friends Groups. Videocassette. 20 min. H. W. Wilson Co., 1988.

Volunteers Make the Difference. Videocassette. 17 min. American Library Association, 1984.

LAWS GOVERNING THE ESTABLISHMENT OF PUBLIC LIBRARIES IN VIRGINIA

42.1-33. Power of local government to establish and support libraries. - The governing body of any city, county or town shall have the power to establish a free public library for the use and benefit of its residents. The governing body shall provide sufficient support for the operation of the library by levying a tax therefor, either by special levy or as a fund of the general levy of the city, county or town. The word "support" as used in this chapter shall include but is not limited to, purchase of land for library buildings, purchase or erection of buildings for library purposes, purchase of library books, materials and equipment, compensation of library personnel, and all maintenance expenses for library property and equipment. Funds appropriated or contributed for public library purposes shall constitute a separate fund and shall not be used for any but public library purposes.

42.1-34. Power of local governments to contract for library service. - Any city, town or county shall have the power to enter into contracts with adjacent cities, counties, towns, or state-supported institutions of higher learning to receive or to provide library service on such terms and conditions as shall be mutually acceptable, or they may contract for a library service with a library not owned by a public corporation but maintained for free public use. The board of trustees of a free public library may enter into contracts with county, city or town school boards and boards of school trustees to provide library service for schools. Any city or county governing body contracting for library service shall, as a part of such contract, have the power to appoint at least one member to the board of trustees or other governing body of the library contracting to provide such service. Any city or county thus contracting for library service shall be entitled to the rights and benefits of regional free library systems established in accordance with the provisions of 42.1-37. The board of trustees or other governing body of any library established under the provisions of 42.1-33 may also, with the approval of and on terms satisfactory to the State Library Board, extend its services to persons in adjacent areas of other states.

42.1-35. Library boards generally. - The management and control of a free public library system shall be vested in a board of not less than five members or trustees. They shall be appointed by the governing body, chosen from the citizens at large with reference to their fitness for such office. However, one board member or trustee may be a member or an employee of the local governing body. Initially members may be appointed as follows: one member for a term of one year, one member for a term of two years, one member for a term of three years, and the remaining members for terms of four years; thereafter all members shall be appointed for terms of four years. The governing body of any county or city entitled to representation on a library board of a library system of another jurisdiction pursuant to 42.1-34 shall appoint a member to serve for a term of four years, or until the contract is terminated, whichever is shorter. Vacancies shall be filled for unexpired terms as soon as possible in the manner in which members of the board are regularly chosen. A member shall not receive a salary or other compensation for services as a member but necessary expenses actually incurred shall be paid from the library fund. However, the governing body of Fairfax County may pay members of its library board such compensation as it may deem proper. A member of a library board may be removed

for misconduct or neglect of duty by the governing body making the appointment. The members shall adopt such bylaws, rules and regulations for their own guidance and for the government of the free public library system as may be expedient. They shall have control of the expenditures of all moneys credited to the library fund. The board shall have the right to accept donations and bequests of money, personal property, or real estate for the establishment and maintenance of such free public library systems or endowments for same.

42.1-36. Boards not mandatory. - The formation and creation of boards shall in nowise be considered or construed in any manner as mandatory upon any city or town with a manager, or upon any county with a county manager, county executive, urban county manager or urban county executive form of government or Chesterfield County, by virtue of this chapter.

42.1-37. Establishment of regional library system. - Two or more political subdivisions (counties or cities), by action of their governing bodies, may join in establishing and maintaining a regional free library system under the terms of a contract between such political subdivisions; provided, that in the case of established county or city free library systems, the library boards shall agree to such action.

42.1-38. Agreements to create regional boards. - Two or more political subdivisions (counties or cities) which have qualified for participation in the state's regional library program, have been recognized as a region by the State Library Board, and have made the minimum local appropriation of funds as may now or hereafter be recommended by the Board, are hereby empowered and authorized to execute contracts with each other to create a regional library board to administer and control the regional library services within the region. Each jurisdiction shall, as a part of such contract, have the power to appoint at least one member to the regional library board.

42.1-39. Regional library boards generally. - The members of the Board of a regional library system shall be appointed by the respective governing bodies represented. If the board of the regional library system is composed of two or more members from each county, city and town that is a part thereof, then each governing body represented on the board may appoint a member or an employee of the governing body to the board. Such members shall in the beginning draw lots for expiration of terms, to provide for staggered terms of office, and thereafter the appointment shall be for a term of four years. Vacancies shall be filled for unexpired terms as soon as possible in the manner in which members are regularly chosen. No appointive member shall be eligible to serve more than two successive terms. A member shall not receive a salary or other compensation for services as member, but necessary expenses actually incurred shall be paid from the library fund. A regional board member may be removed for misconduct or neglect of duty by the governing body making the appointment. The board members shall elect officers and adopt such bylaws, rules and regulations for their own guidance and for the government of the regional free library system as may be expedient. They shall have control of the expenditure of all moneys credited to the regional free library fund. The regional board shall have the right to accept donations and bequests of money, personal property, or real estate for the establishment and maintenance of such regional free library system or endowments for same.

42.1-40. Powers of regional library board. - The regional library board shall have authority to execute contracts with the State Library Board, with the library boards of the respective jurisdictions, and any and all other agencies for the purpose of administering a public library service within the region, including contracts concerning allocation and expenditure of funds, to the same extent as the library board of any one of the jurisdictions which are parties to the agreement would be so authorized. In addition, to effectuate the purposes of this chapter, a regional library board is empowered to sell the surplus assets, including real estate, of the said regional library board if the net proceeds therefrom are used for public library services within the region.

42.1-41. Funds and expenses of regional library system. - The expenses of the regional library system shall be apportioned among the participating political subdivisions on such basis as shall be agreed upon in the contract. The treasurer of the regional library board shall have the custody of the funds of the regional free library system; and the treasurers or other financial officers of the participating jurisdictions shall transfer quarterly to him all moneys collected or appropriated for this purpose in their respective jurisdictions. Such funds shall be expended only for the library service for which the county or city contracted and for no other purpose. The regional library board shall furnish a detailed report of receipts and disbursements of all funds at the regular meeting of the governing body of every participating jurisdiction after the close of the state's fiscal year. It shall make a similar report to the State Library and Archives. The treasurer of the board shall be bonded for an amount to be determined by the board. The board may authorize the treasurer to pay bond premiums from state aid library funds.

42.1-42. Withdrawal from regional library system. - No county or city participating in a regional library system shall withdraw therefrom without two years' notice to the other participating counties and cities without the consent of such other participating political subdivisions.

42.1-43. Appropriation for free library or library service conducted by company, society or organization. - The governing body of any county, city or town in which no free public library system as provided in this chapter shall have been established, may, in its discretion, appropriate such sums of money as to it seems proper for the support and maintenance of any free library or library service operated and conducted in such county, city or town by a company, society or association organized under the provisions of 13.1-801 through 13.1-980.

42.1-44. Cooperative library system for Henrico and Chesterfield Counties and City of Richmond. - Notwithstanding the repeal of Title 42 of the Code of Virginia, 42-12.1 to 42-12.5 of Chapter 2.1 of former Title 42 are continued in effect and are incorporated into this title by reference.

42.1-45. Transfer of properties, etc. of public free library to governing body of city in which it is situated. - The board of directors or trustees of any public free library established pursuant to Chapter 13, Acts of Assembly, 1924, approved February 13, 1924, may lease, convey, or transfer any interest to its properties, real or personal, to the governing body of the political subdivision in which such library be situated in order that such library may become a part of the public library system of such city, subject to such restrictions and conditions as may be agreed to by such board of directors or trustees and such governing body.

LAWS GOVERNING GRANTS-IN-AID TO PUBLIC LIBRARIES

42.1-46. Library policy of the Commonwealth. - It is hereby declared to be the policy of the Commonwealth, as a part of its provision for public education, to promote the establishment and development of public library service throughout its various political subdivisions.

42.1-47. Grants for development of library service. - In order to provide State aid in the development of public library service throughout the State, the Library Board, in this chapter sometimes called the Board, shall grant from such appropriations as are made for this purpose funds to provide library service.

42.1-48. (Effective until July 1, 1992) Grants to improve standards. - In order to encourage the maintenance and development of proper standards, including personnel standards, and the combination of libraries or library systems into larger and more economical units of service, grants of state aid from funds available shall be made by the Board to any free public library or library system which qualifies under the standards set by the Board. The grants to each qualifying library or system in each fiscal year shall be as follows:

(a) Thirty-five cents of state aid for every dollar expended, or to be expended, exclusive of state and federal aid, by the political subdivision or subdivisions operating or participating in the library or system. The grant to any county or city shall not exceed one hundred fifty thousand dollars;

(b) A per capita grant based on the population of the area served and the number of participating counties or cities: Thirty cents per capita for the first 600,000 persons to a library or system serving one city or county, and an additional ten cents per capita for the first 600,000 persons for each additional city or county served. Libraries or systems serving a population in excess of 600,000 shall receive ten cents per capita for the excess; and

(c) A grant of ten dollars per square mile of area served to every library or library system, and an additional grant of twenty dollars per square mile of area served to every library system serving more than one city or county.

The Board may establish procedures for the review and timely adjustment of such grants when the political subdivision or subdivisions operating such library or library system are affected by annexation.

42.1-48. (Effective July 1, 1992) Grants to improve standards. - In order to encourage the maintenance and development of proper standards, including personnel standards, and the combination of libraries or library systems into larger and more economical units of service, grants of state aid from funds available shall be made by the Board to any free public library or library system which qualifies under the standards set by the Board. The grants to each qualifying library or system in each fiscal year shall be as follows:

(a) Forty cents of state aid for every dollar expended, or to be expended, exclusive of state and federal aid, by the political subdivision or subdivisions operating or participating

in the library or system. The grant to any county or city shall not exceed \$250,000;

(b) A per capita grant based on the population of the area served and the number of participating counties or cities: Thirty cents per capita for the first 600,000 persons to a library or system serving one city or county, and an additional ten cents per capita for the first 600,000 persons for each additional city or county served. Libraries or systems serving a population in excess of 600,000 shall receive ten cents per capita for the excess; and

(c) A grant of ten dollars per square mile of area served to every library or library system, and an additional grant of twenty dollars per square mile of area served to every library system serving more than one city or county.

The Board may establish procedures for the review and timely adjustment of such grants when the political subdivision or subdivisions operating such library or library system are affected by annexation.

42.1-49. Grants to municipal libraries. - Every qualifying municipal library serving an area containing less than 5,000 population shall receive its proper share, but not less than \$400.

42.1-50. Limitation of grants; proration of funds. - The total amount of grants under 42.1-48 and 42.1-49 shall not exceed the amount expended, exclusive of state and federal aid, by the political subdivision or subdivisions operating the library. If the state appropriations provided for grants under 42.1-48 and 42.1-49 are not sufficient to meet approved applications, the Library Board shall prorate the available funds in such manner that each application shall receive its proportionate share of each type of grant. Applications must be received prior to June one of each calendar year.

42.1-51. Obligations of libraries and systems receiving aid. - The obligations of the various library systems and libraries receiving state aid, shall consist of establishing and maintaining an organization as approved by the Board, provided that personnel standards of such library systems and libraries shall conform to the provisions of 42.1-15.1. All books and bookmobiles purchased with state aid funds shall, if the Board so determines, become the property of the State Library and Archives in the case of any library system or library which does not meet its obligations as determined by the Board.

42.1-52. Standards of eligibility for aid; reports on operation of libraries; supervision of services. - The Board shall establish standards under which library systems and libraries shall be eligible for state aid and may require reports on the operation of all libraries receiving state aid.

As long as funds are available, grants shall be made to the various libraries, library systems or contracting libraries applying for state aid in the order in which they meet the standards established by the Board.

In the event that any library meets the standards of the State Library Board but is unable to conform to 42.1-15 relating to the employment of qualified librarians, the Library Board may, under a contractual agreement with such library, provide professional supervision of its services and may grant state aid funds to it in reduced amounts under a uniform plan to be adopted by the State Library Board.

42.1-53. Expense of administration. Not to exceed thirty percent per annum of appropriations may be used by the Board to defray the expense of administering the provisions of this chapter and to provide other public library extension functions.

42.1-54. Procedure for purchase of books, materials and equipment and payment on salaries. All proposals for books, materials and equipment to be purchased with state aid funds and all proposals for aid in the payment of salaries of certified librarians shall be submitted for approval to the State Library and Archives by the libraries, library systems or contracting libraries applying for state aid, in form prescribed by the Board, and those approved may be ordered by the libraries, library systems or contracting libraries. Payments and disbursements from the funds appropriated for this purpose shall be made by the State Treasurer upon the approval of the duly authorized representative of the Board, to the libraries, library systems or contracting libraries within thirty days of the beginning of each quarter.

42.1-55. Free service available to all. The service of books in library systems and libraries receiving state aid shall be free and shall be made available to all persons living in the county, region, or municipality.

42.1-56 Meaning of term "books." The term "books" as used in this chapter may be interpreted in the discretion of the Board to mean books, magazines, newspapers, appropriate audiovisual materials and other printed matter.

42.1-57. Authority of Library Board to accept and distribute federal funds. The Library Board is empowered, subject to approval of the Governor, to accept grants of federal funds for libraries and to allocate such funds to libraries under any plan approved by the Board and the appropriate federal authorities. Such allocations shall not be subject to the restrictions of this chapter.

42.1-58. Agreements providing for expenditure of federal and matching funds. The Library Board and the cities and counties of the Commonwealth are authorized to enter into agreements providing for the supervision of the expenditure of federal funds allocated to such cities and counties and matching funds provided by such political subdivisions. Such agreement shall set forth the standards and conditions with respect to the expenditure of such funds.

CERTIFICATION LAW

42.1-15.1. Qualifications required to hold professional librarian position.

Public libraries serving a political subdivision or subdivisions having over 5,000 population and libraries operated by the Commonwealth or under its authority, shall not employ, in the position of librarian or in any other full-time professional librarian position, a person who does not meet the qualifications established by the State Library Board. A professional librarian position as used in this section is one that requires a knowledge of books and of library technique equivalent to that required for graduation from any accredited library school or one that requires graduation from a school of library science accredited by the American Library Association. No public funds shall be paid to any person whose employment does not comply with this section. This section shall not apply to law libraries organized pursuant to Chapter 4 (42.1-60 et seq.) of this title, libraries in colleges and universities or to public school libraries.

NOTES

REQUIREMENTS WHICH MUST BE MET IN ORDER TO RECEIVE GRANTS-IN-AID

In order to qualify for grants-in-aid, all libraries serving more than 5,000 persons must meet the following requirements by July 1, 1992:

1. Be organized under the appropriate section of the *Code of Virginia*. Not more than one library in a county or regional library system or a municipal governmental unit may receive a grant.
2. Submit to the State Library Board:

Charter, resolution, or other legal papers under which they are organized.

A copy of the by-laws of the board of trustees, a list of trustees, revised as changes occur.

A five-year plan, adopted by the governing body of the library service in the area (areas) served. In order to receive continuing grants, this plan must be updated annually.

A written statement of policy covering such items as: service, personnel, and maintenance of book collections and other materials.

Statistical and financial reports including audits and statements of progress of the plan as requested.

A copy of the budget for the expenditure of local funds, not including anticipated state and federal funds. This must be submitted annually.

3. Have local operating expenditures of at least 50% of the median statewide local operating expenditures per capita, two-thirds of which must be from taxation or endowment. The median shall be recalculated each biennium. Libraries obtaining aid for the first time or those falling below the 50% median must meet the requirement within five years. Libraries which fall below 50% of the median in local expenditures per capita must submit a plan to the State Library Board for reaching the minimum requirement. The plan must include a schedule of annual increases in local expenditures of not less than 20% of the amount needed to attain local per capita expenditures of 50% of the median within five years.

Local operating expenditures from taxation or endowment for any library, or library system, shall not fall below that of the previous year. In cases where the budgets of all the departments of the local government are reduced below those of the previous year, the library's state grant-in-aid would be reduced. The State Library may require that the amount of such reduction in the library's total expenditure be subtracted from the library's eligibility and that the state grant be reduced accordingly. If the library's budget is reduced and other agencies' budgets are not, then the library would receive no state grant-in-aid and would be ineligible for one until local expenditures shall have again reached or exceeded the local effort at the time of the last previous grant.

The library would be ineligible for any federal funds if local funds are reduced below that of the previous year.

Grants-in-aid shall be used as supplements to local funds.

The amount of any undesignated balance in the local operating budget at the end of the fiscal year which exceeds 10% will be subtracted from the grant which is based on that year's expenditures.

4. Have certified librarians in positions as required by state law. Libraries failing to employ a certified librarian in the position of director will have their state aid grant reduced by 25%.
5. Keep open a headquarters library or centrally located branch at least 40 hours a week for a full range of library services. This schedule must include at least three consecutive evening hours and appropriate weekend hours. Evening hours are defined as the hours after 5 p.m.
6. Maintain an up-to-date reference collection and set up procedures for securing materials from other libraries through interlibrary loan.

Organize materials for convenient use through shelf arrangement, classification and cataloging, and provide a catalog of its resources.

Stimulate use of materials through publicity, displays, reading lists, story hours, book talks, book and film discussions and other appropriate means.

Lend guidance in all outlets to individuals in the use of informational, education, and recreational materials.

Lend assistance to civic, cultural, and educational organizations in locating and using materials for program planning, projects, and the education of members.

Maintain a collection of currently useful materials by annual additions and systematic removal of items no longer useful to maintain the purposes of quality of its resources. Have a telephone and the number of the telephone listed in the local telephone directory.

Provide the basic services listed in the section free of charge to the public as required by law.

7. Every regional, county, and city library serving an area of more than 400 square miles, or more than 25,000 persons, must provide some form of extension service acceptable to the board.
8. If the library system has two or more service units, either branches or stations, it must maintain a scheduled, frequent delivery system.

9. The Library Board may, at its discretion, make exceptions for a specified period of time to any single requirement listed above. The exception will be made only if the library can show that a real effort has been made to meet the requirement and that significant progress has been made toward meeting this requirement.

Approved by the State Library Board, March 13, 1991.

Reprinted with the permission of the American Library Association.

NOTES

PUBLIC LIBRARY BOARDS IN VIRGINIA

Library	Number Members	Governing/ Advisory	Appointing Authority
Alexandria	7	Gov.	City Council
Amelia	20	Gov.	Board of Supervisors
Amherst	6	Gov.	Board of Supervisors
Appomattox	5	Gov.	Board of Supervisors
Appomattox Reg.	11	Gov.	Boards of Supervisors (2) City Council
Arlington	0	N/A	N/A
Augusta	7	Gov.	Board of Supervisors
Bedford	6	Gov.	Board of Supervisors City Council
Blue Ridge	11	Gov.	Boards of Supervisors (2) City Council
Botetourt	5	Gov.	Board of Supervisors
Bristol	10	Gov.	City Council (Virginia) City Council (Tennessee)
Buchanan	5	Gov.	Board of Supervisors
Buckingham*	8	Gov.	Board of Directors Board of Supervisors
Campbell	6	Gov.	Board of Supervisors
Caroline*	5	Gov.	Board of Directors
Central Rappahannock	9	Gov.	Boards of Supervisors (3) City Council
Charles P. Jones*	12	Gov.	Board of Directors Board of Supervisors City Council
Charlotte	6	Gov.	Board of Supervisors
Chesapeake	7	Adv.	City Council
Chesterfield	0	N/A	N/A
Clifton Forge	9	Adv.	City Council

Library	Number Members	Governing/ Advisory	Appointing Authority
Colonial Heights	0	N/A	N/A
Culpeper*	17	Gov.	Board of Directors
Cumberland*	10	Gov.	Board of Supervisors
Danville	0	N/A	N/A
Eastern Shore	6	Gov.	Boards of Supervisors (2)
Essex	11	Gov.	Board of Supervisors
Fairfax	11	Gov.	Board of Supervisors City Council
Farmville- Prince Edward*	10	Gov.	Board of Directors Board of Supervisors Town Council
Fauquier	5	Gov.	Board of Supervisors
Fluvanna*	12	Gov.	Board of Supervisors
Franklin	7	Gov.	Board of Supervisors
Galax-Carroll	6	Gov.	City Council Board of Supervisors
Gloucester	11	Gov.	Board of Supervisors
Halifax- South Boston	5	Gov.	Board of Supervisors City Council
Hampton	0	N/A	N/A
Henrico	6	Adv.	Board of Supervisors
Heritage*	16	Gov.	Board of Directors Boards of Supervisors (2)
Highland*	7	Gov.	Board of Directors
Jefferson- Madison	11	Gov.	Boards of Supervisors (4) City Council
King George	9	Gov.	Board of Supervisors
Lancaster*	13	Gov.	Board of Directors Board of Supervisors
Lonesome Pine	11	Gov.	Boards of Supervisors (4) City Council
Loudoun	8	Gov.	Board of Supervisors

Library	Number Members	Governing/ Advisory	Appointing Authority
Lynchburg	7	Adv.	City Council
Madison*	12	Gov.	Board of Directors Board of Supervisors
Mary Riley Styles	7	Gov.	City Council
Mathews	5	Gov.	Board of Supervisors
Meherrin	10	Gov.	Boards of Supervisors (2) City Council
Middlesex*	19	Gov.	Board of Directors Board of Supervisors
Montgomery- Floyd	9	Gov.	Boards of Supervisors (2)
Narrows	6	Adv.	Town Council
Newport News	12	Adv.	City Council
Norfolk	9	Gov.	City Council
Northumberland*	16	Gov.	Board of Directors Board of Supervisors
Nottoway	5	Gov.	Board of Supervisors
Orange*	15	Gov.	Board of Directors Board of Supervisors
Pamunkey	7	Gov.	Boards of Supervisors (3)
Pearisburg	13	Adv.	Town Council
Petersburg	0	N/A	N/A
Pittsylvania	10	Gov.	Board of Supervisors
Poquoson	7	Adv.	City Council
Portsmouth	9	Adv.	City Council
Powhatan*	5	Gov.	Board of Directors Board of Supervisors
Prince William	9	Gov.	Board of Supervisors City Councils (2)
Pulaski	9	Gov.	Board of Supervisors
Radford	5	Gov.	City Council

Library	Number Members	Governing/ Advisory	Appointing Authority
Rappahannock	6	Gov.	Board of Supervisors
Richmond	7	Adv.	City Council
Roanoke	5	Adv.	Board of Supervisors
Roanoke Reg.	10	Adv.	City Council Board of Supervisors
Rockbridge	12	Gov.	Board of Supervisors City Council (2)
Rockingham*	20	Gov.	Boards of Directors (2) City Council
Russell	9	Gov.	Board of Supervisors
Salem	0	N/A	N/A
Shenandoah	11	Gov.	Board of Supervisors
Smyth-Bland	8	Gov.	Boards of Supervisors (2)
Southside	6	Gov.	Boards of Supervisors (2)
Staunton	5	Adv.	City Council
Suffolk	7	Adv.	City Council
Tazewell	6	Gov.	Board of Supervisors
Virginia Beach	11	Adv.	City Council
W. C. Rawls	14	Gov.	Boards of Supervisors (4) City Council
Warren	12	Gov.	Board of Supervisors
Washington	7	Gov.	Board of Supervisors
Waynesboro	5	Adv.	City Council
Williamsburg	8	Gov.	Board of Supervisors City Council
Winchester	9	Gov.	Boards of Supervisors(2) City Council
Wythe-Grayson	8	Gov.	Boards of Supervisors (2)
York	5	Gov.	Board of Supervisors

**Libraries established as companies, societies, or organizations.*

LIBRARY BILL OF RIGHTS

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background or views of those contributing to their creation.
2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
5. A person's right to use a library should not be denied or abridged because of origin, age, background or views.
6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948

Amended February 2, 1961, June 17, 1967, and January 23, 1980 by the ALA Council

Reprinted by permission of the American Library Association.

ACCESS FOR CHILDREN AND YOUNG PEOPLE TO VIDEOTAPES AND OTHER NONPRINT FORMATS

An Interpretation of the **Library Bill of Rights**

Library collections of videotapes, motion pictures, and other nonprint formats raise a number of intellectual freedom issues, especially regarding minors.

The interests of young people, like those of adults, are not limited by subject, theme, or level of sophistication. Librarians have a responsibility to ensure young people have access to materials and services that reflect diversity sufficient to meet their needs.

To guide librarians and others in resolving these issues, the American Library Association provides the following guidelines.

The **Library Bill of Rights** says, "A person's right to use a library should not be denied or abridged because of origin, age, background, or views."

ALA Free Access to Libraries for Minors: An Interpretation of the Library Bill of Rights states:

The "right to use a library" includes use of, and access to, all library materials and services. Thus, practices which allow adults to use some services and materials which are denied to minors abridge use based on age.

...It is the parents — and only parents — who may restrict their children — and only their children — from access to library materials and services. People who would rather their children did not have access to certain materials should so advise their children. The library and its staff are responsible for providing equal access to library materials and services for all library users.

Policies which set minimum age limits for access to videotapes and/or other audiovisual materials and equipment, with or without parental permission, abridge library use for minors. Further, age limits based on the cost of the materials are unacceptable. Unless directly and specifically prohibited by law from circulating certain motion pictures and video productions to minors, librarians should apply the same standards to circulation of these materials as are applied to books and other materials.

Recognizing that libraries cannot act *in loco parentis*, ALA acknowledges and supports the exercise by parents of their responsibility to guide their own children's reading and viewing. Published reviews of films and videotapes and/or reference works which provide information about the content, subject matter, and recommended audiences can be made available in conjunction with nonprint collections to assist parents in guiding their children without implicating the library in censorship. This material may include information provided by video producers and distributors, promotional material on videotape packaging, and Motion Picture Association of America (MPAA) ratings *if they are included on the tape or in the packaging by the original publisher* and/or if they appear in review

sources or reference works included in the library's collection. Marking out or removing ratings information from videotape packages constitutes expurgation or censorship.

MPAA and other rating services are private advisory codes and have no legal standing.* For the library to add such ratings to the material if they are not already there, to post a list of such ratings with a collection, or to attempt to enforce such ratings through circulation policies or other procedures constitutes labeling, "an attempt to prejudice attitudes" about the material, and is unacceptable. The application of locally generated ratings schemes intended to provide content warnings to library users is also inconsistent with the **Library Bill of Rights**.

*For information on case law, please contact the ALA Office for Intellectual Freedom. See also: **Statement on Labeling and Expurgation of Library Materials**, Interpretations of the **Library Bill of Rights**.

Adopted June 28, 1989, by the ALA Council.

Reprinted by permission of the American Library Association.

ACCESS TO RESOURCES AND SERVICES IN THE SCHOOL LIBRARY MEDIA PROGRAM

An Interpretation of the **Library Bill of Rights**

The school library media program plays a unique role in promoting intellectual freedom. It serves as a point of voluntary access to information and ideas and as a learning laboratory for students as they acquire critical thinking and problem solving skills needed in a pluralistic society. Although the educational level and program of the school necessarily shapes the resources and services of a school library media program, the principles of the **Library Bill of Rights** apply equally to all libraries, including school library media programs.

School library media professionals assume a leadership role in promoting the principles of intellectual freedom within the school by providing resources and services that create and sustain an atmosphere of free inquiry. School library media professionals work closely with teachers to integrate instructional activities in classroom units designed to equip students to locate, evaluate, and use a broad range of ideas effectively. Through resources, programming, and educational processes, students and teachers experience the free and robust debate characteristic of a democratic society.

School library media professionals cooperate with other individuals in building collections of resources appropriate to the developmental and maturity levels of students. These collections provide resources which support the curriculum and are consistent with the philosophy, goals, and objectives of the school district. Resources in school library media collections represent diverse points of view and current as well as historical issues.

While English is, by history and tradition, the customary language of the United States, the languages in use in any given community may vary. Schools serving communities in which other languages are used make efforts to accommodate the needs of students for whom English is a second language. To support these efforts, and to ensure equal access to resources and services, the school library media program provides resources which reflect the linguistic pluralism of the community.

Members of the school community involved in the collection development process employ educational criteria to select resources unfettered by their personal, political, social, or religious views. Students and educators served by the school library media program have access to resources and services free of constraints resulting from personal, partisan, or doctrinal disapproval. School library media professionals resist efforts by individuals to define what is appropriate for all students or teachers to read, view, or hear.

Major barriers between students and resources include: imposing age or grade level restrictions on the use of resources, limiting the use of interlibrary loan and access to electronic information, charging fees for information in specific formats, requiring permissions from parents or teachers, establishing restricted shelves or closed collections, and labeling. Policies, procedures, and rules related to the use of resources and services support free and open access to information.

The school board adopts policies that guarantee students access to a broad range of ideas. These include policies on collection development and procedures for the review of resources about which concerns have been raised. Such policies, developed by persons in the school community, provide for a timely and fair hearing and assure that procedures are applied equitably to all expressions of concern. School library media professionals implement district policies and procedures in the school.

Adopted July 2, 1986; amended January 10, 1990, by the ALA Council.

Reprinted by permission of the American Library Association.

ADMINISTRATIVE POLICIES AND PROCEDURES AFFECTING ACCESS TO LIBRARY RESOURCES AND SERVICES

An Interpretation of the **Library Bill of Rights**

The right of free access to information for all individuals is basic to all aspects of library service regardless of type of library. Article 5 of the **Library Bill of Rights** protects the rights of an individual to use a library regardless of origin, age, background, or views. The central thrust of the **Library Bill of Rights** is to protect and encourage the free flow of information and ideas. The American Library Association urges that all libraries set policies and procedures that reflect the basic tenets of the **Library Bill of Rights**.

Many libraries have adopted administrative policies and procedures regulating access to resources, services, and facilities, i.e., specific collections, reference services, interlibrary loan, programming, meeting rooms, exhibit space. Such policies and procedures governing the order and protection of library materials and facilities, and the planning of library programs and exhibits, could become a convenient means for removing or restricting access to controversial materials, limiting access to programs or exhibits, or for discriminating against specific groups of library patrons. Such abuse of administrative procedures and policies is in opposition to the **Library Bill of Rights**.

The American Library Association recommends that all libraries with rare or special collections formulate policies and procedures for such collections so as not to restrict access and use due to age or the nature of the patron interest in the materials. Restricted access to such collections is solely for the protection of the materials, and must in no way limit access to the information and ideas contained in the materials.

The Model Interlibrary Loan Code of the American Library Association recommends that all library patrons be eligible for interlibrary loan, in accordance with Article 5 of the **Library Bill of Rights** and the statement **Free Access to Libraries for Minors**. The Model Interlibrary Loan Code states the importance of considering the needs and interests of all users, including children and young adults. Borrowing libraries should provide the resources to meet the ordinary needs of all of its primary clientele, and any members of its clientele should be eligible for interlibrary loan. When libraries adhere to the Model Interlibrary Loan Code, access to information is protected.

Library administrative policies should examine all restrictions to resources or services associated with age, as all are violations of Article 5 of the **Library Bill of Rights** and the statement on restricted access to library materials. For example, privileges associated with library cards should be consistent for all library users, no matter what the age. Library policies in which certain patrons, usually minors, are denied library privileges available to other library patrons are not endorsed by the American Library Association, as they violate Article 5 of the **Library Bill of Rights**, as well as the statement on **Free Access to Libraries for Minors**. It is parents and only parents who may restrict their children — and only their children — from access to library materials and services.

Reference service policies and procedures, such as library policies limiting the time spent on answering telephone reference questions, should provide for equitable service to all library patrons, regardless of age or type of question. These policies must apply to both adult and child patrons.

Policies governing the use of meeting rooms and exhibits should be examined to ensure that minors are not excluded from a program of interest to them based on age. Meeting rooms and exhibit spaces should also be available on an "equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use," and should not be denied to anyone based solely on age.

Policies should reflect that a person's right to attend a library initiated program "should not be denied or abridged because of origin, age, background or views," as stated in **Library Initiated Programs As a Resource**, an Interpretation of the **Library Bill of Rights**.

Adopted January 27, 1982 by the ALA Council.

Reprinted by permission of the American Library Association.

CHALLENGED MATERIALS

An Interpretation of the **Library Bill of Rights**

The American Library Association declares as a matter of firm principle that it is the responsibility of every library to have a clearly defined materials selection policy in written form which reflects the **Library Bill of Rights**, and which is approved by the appropriate governing authority.

Challenged materials which meet the criteria for selection in the materials selection policy of the library should not be removed under any legal or extra-legal pressure. The **Library Bill of Rights** states in Article 1 that "Materials should not be excluded because of the origin, background, or views of those contributing to their creation," and in Article 2, that "Materials should not be proscribed or removed because of partisan or doctrinal disapproval." Freedom of expression is protected by the Constitution of the United States, but constitutionally protected expression is often separated from unprotected expression only by a dim and uncertain line. The Constitution requires a procedure designed to focus searchingly on challenged expression before it can be suppressed. An adversary hearing is a part of this procedure.

Therefore, any attempt, be it legal or extra-legal, to regulate or suppress materials in libraries must be closely scrutinized to the end that protected expression is not abridged.

Adopted June 25, 1971; amended July 1, 1981; amended January 10, 1990, by the ALA Council.

Reprinted by permission of the American Library Association.

EVALUATING LIBRARY COLLECTIONS

An Interpretation of the **Library Bill of Rights**

The continuous review of library materials is necessary as a means of maintaining an active library collection of current interest to users. In the process, materials may be added and physically deteriorated or obsolete materials may be replaced or removed in accordance with the collection maintenance policy of a given library and the needs of the community it serves. Continued evaluation is closely related to the goals and responsibilities of libraries and is a valuable tool of collection development. This procedure is not to be used as a convenient means to remove materials presumed to be controversial or disapproved of by segments of the community. Such abuse of the evaluation function violates the principles of intellectual freedom and is in opposition to the Preamble and Articles 1 and 2 of the **Library Bill of Rights**, which state:

The American Library Association affirms that all libraries are forums for information and ideas, and the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

The American Library Association opposes such "silent censorship" and strongly urges that libraries adopt guidelines setting forth the positive purposes and principles of evaluation of materials in library collections.

Adopted February 2, 1973; amended July 1, 1981, by the ALA Council.

Reprinted by permission of the American Library Association.

DIVERSITY IN COLLECTION DEVELOPMENT

An Interpretation of the **Library Bill of Rights**

Throughout history, the focus of censorship has fluctuated from generation to generation. Books and other materials have not been selected or have been removed from library collections for many reasons, among which are prejudicial language and ideas, political content, economic theory, social philosophies, religious beliefs, sexual forms of expression, and other topics of a potentially controversial nature.

Some examples of censorship may include removing or not selecting materials because they are considered by some as racist or sexist; not purchasing conservative religious materials; not selecting materials about or by minorities because it is thought these groups or interests are not represented in a community; or not providing information on or materials from non-mainstream political entities .

Librarians may seek to increase user awareness of materials on various social concerns by many means, including, but not limited to, issuing bibliographies and presenting exhibits and programs.

Librarians have a professional responsibility to be inclusive, not exclusive, in collection development and in the provision of interlibrary loan. Access to all materials legally obtainable should be assured to the user, and policies should not unjustly exclude materials even if they are offensive to the librarian or the user. Collection development should reflect the philosophy inherent in Article 2 of the **Library Bill of Rights**: "Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval." A balanced collection reflects a diversity of materials, not an equality of numbers. Collection development responsibilities include selecting materials in the languages in common use in the community which the library serves. Collection development and the selection of materials should be done according to professional standards and established selection and review procedures.

There are many complex facets to any issue, and variations of context in which issues may be expressed, discussed, or interpreted. Librarians have a professional responsibility to be fair, just, and equitable and to give all library users equal protection in guarding against violation of the library patron's right to read, view, or listen to materials and resources protected by the First Amendment, no matter what the viewpoint of the author, creator, or selector. Librarians have an obligation to protect library collections from removal of materials based on personal bias or prejudice, and to select and support the access to materials on all subjects that meet, as closely as possible, the needs and interests of all persons in the community which the library serves. This includes materials that reflect political, economic, religious, social, minority, and sexual issues.

Intellectual freedom, the essence of equitable library services, provides for free access to all expressions of idea through which any and all sides of a question, cause, or movement may be explored. Toleration is meaningless without tolerance for what some may consider

detestable. Librarians cannot justly permit their own preferences to limit their degree of tolerance in collection development, because freedom is indivisible.

Adopted July 14, 1982; amended January 10, 1990, by the ALA Council.

Reprinted by permission of the American Library Association.

EXHIBIT SPACES AND MEETING ROOMS

An Interpretation of the **Library Bill of Rights**

As part of their program of service, many libraries provide meeting rooms and exhibit spaces for individuals and groups. Article VI of the **Library Bill of Rights** states that such facilities should be made available to the public served by the given library "on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use."

In formulating this position, the American Library Association sought to accommodate the broad range of practices among public, academic, school and other libraries, while upholding a standard of fairness. Libraries maintaining exhibit and meeting room facilities for outside groups and individuals should develop and publish policy statements governing their use. These statements can properly define and restrict eligibility for use as long as the qualifications do not pertain to the content of a meeting or exhibit or to the beliefs or affiliations of the sponsors.

It is appropriate for a library to limit access to meeting rooms or exhibit space to members of the specific community served by the library or to groups of a specific category. The library may properly limit the use of its meeting rooms to meetings which are open to the public, or it may make space available for both public and private sessions. It is not proper to apply such limitations in ways which favor points of view or organizations advocating certain viewpoints.

Exhibits and meetings sponsored by the library itself should be organized in a manner consistent with the **Library Bill of Rights**, especially Article II which states that "libraries should provide materials and information presenting all points of view." However, in granting meeting or exhibit space to outside individuals and groups, the library should make no effort to censor or amend the content of the exhibit or meeting. Those who object to or disagree with the content of any exhibit or meeting held at the library should be entitled to submit their own exhibit or meeting proposals which should be judged according to the policies established by the library.

Adopted February 4, 1981. Amended June 26, 1990, by the ALA Council.

Reprinted by permission of the American Library Association.

EXPURGATION OF LIBRARY MATERIALS

An Interpretation of the **Library Bill of Rights**

Expurgating library materials is a violation of the **Library Bill of Rights**. Expurgation as defined by this interpretation includes any deletion, excision, alteration, editing, or obliteration of any part(s) of books or other library resources by the library, its agent, or its parent institution (if any). By such expurgation, the library is in effect denying access to the complete work and the entire spectrum of ideas that the work intended to express. Such action stands in violation of Articles 1, 2, and 3 of the **Library Bill of Rights**, which state that "Materials should not be excluded because of the origin, background, or views of those contributing to their creation," that "Materials should not be proscribed or removed because of partisan or doctrinal disapproval," and that "Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment."

The act of expurgation has serious implications. It involves a determination that it is necessary to restrict access to the complete work. This is censorship. When a work is expurgated, under the assumption that certain portions of that work would be harmful to minors, the situation is no less serious.

Expurgation of any books or other library resources imposes a restriction, without regard to the rights and desires of all library users, by limiting access to ideas and information.

Further, expurgation without written permission from the holder of the copyright on the material may violate the copyright provisions of the United States Code.

Adopted February 2, 1973; amended July 1, 1981; amended January 10, 1990, by the ALA Council.

Reprinted by permission of the American Library Association.

FREE ACCESS TO LIBRARIES FOR MINORS

An Interpretation of the Library Bill of Rights

Some library procedures and practices effectively deny minors access to certain services and materials available to adults. Such procedures and practices are not in accord with the **Library Bill of Rights** and are opposed by the American Library Association.

Restrictions take a variety of forms, including, among others, restricted reading rooms for adult use only, library cards limiting circulation of some materials to adults only, closed collections for adult use only, collections limited to teacher use, or restricted according to a student's grade level, and interlibrary loan service for adult use only.

Article 5 of the **Library Bill of Rights** states that, "A person's right to use a library should not be denied or abridged because of origin, age, background, or views." All limitations on minors' access to library materials and services violate that Article. The "right to use a library" includes use of, and access to, all library materials and services. Thus, practices which allow adults to use some services and materials which are denied to minors abridge the use of libraries based on age.

Material selection decisions are often made and restrictions are often initiated under the assumption that certain materials may be "harmful" to minors, or in an effort to avoid controversy with parents. Libraries or library boards who would restrict the access of minors to materials and services because of actual or suspected parental objections should bear in mind that they do not serve *in loco parentis*. Varied levels of intellectual development among young people and differing family background and child-rearing philosophies are significant factors not accommodated by a uniform policy based upon age.

In today's world, children are exposed to adult life much earlier than in the past. They read materials and view a variety of media on the adult level at home and elsewhere. Current emphasis upon early childhood education has also increased opportunities for young people to learn and to have access to materials, and has decreased the validity of using chronological age as an index to the use of libraries. The period of time during which children are interested in reading materials specifically designed for them grows steadily shorter, and librarians must recognize and adjust to this change if they wish to serve young people effectively. Librarians have a responsibility to ensure that young people have access to a wide range of informational and recreational materials and services that reflects sufficient diversity to meet the young person's needs.

The American Library Association opposes libraries restricting access to library materials and services for minors and holds that it is the parents — and only parents — who may restrict their children — and only their children — from access to library materials and services. Parents who would rather their children did not have access to certain materials should so advise their children. The library and its staff are responsible for providing equal access to library materials and services for all library users.

The word "age" was incorporated into Article 5 of the **Library Bill of Rights** because young people are entitled to the same access to libraries and to the materials in libraries as are adults. Materials selection should not be diluted on that account.

Adopted June 30, 1972; amended July 1, 1981, by the ALA Council.

Reprinted by permission of the American Library Association.

LIBRARY INITIATED PROGRAMS AS A RESOURCE

An Interpretation of the **Library Bill of Rights**

Library initiated programs support the mission of the library by providing users with additional opportunities for information, education and recreation. Article 1 of the **Library Bill of Rights** states: "Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library serves."

Library initiated programs take advantage of library staff expertise, collections, services and facilities to increase access to information and information resources. Library initiated programs introduce users and potential users to the resources of the library and to the library's primary function as a facilitator of information access. The library may participate in cooperative or joint programs with other agencies, organizations, institutions or individuals as part of its own effort to address information needs and to facilitate information access in the community the library serves.

Library initiated programs on site and in other locations include, but are not limited to, speeches, community forums, discussion groups, demonstrations, displays, and live or media presentations.

Libraries serving multilingual or multicultural communities make efforts to accommodate the information needs of those for whom English is a second language. Library initiated programs across language and cultural barriers introduce otherwise unserved populations to the resources of the library and provide access to information.

Library initiated programs "should not be proscribed or removed (or canceled) because of partisan or doctrinal disapproval" of the contents of the program or the views expressed by the participants, as stated in Article 2 of the **Library Bill of Rights**. Library sponsorship of a program does not constitute an endorsement of the content of the program or the views expressed by the participants, any more than the purchase of material for the library collection constitutes an endorsement of the contents of the material or the views of its creator.

Library initiated programs are a library resource, and as such, are developed in accordance with written guidelines, as approved and adopted by the library's policy-making body. These guidelines include an endorsement of the **Library Bill of Rights** and set forth the library's commitment to free and open access to information and ideas for all users.

Library staff select topics, speakers and resource materials for library initiated programs based on the interests and information needs of the community. Topics, speakers and resource materials are not excluded from library initiated programs because of possible controversy. Concerns, questions or complaints about library initiated program are handled according to the same written policy and procedures which govern reconsiderations of other library resources.

Library initiated programs are offered free of charge and are open to all. Article 5 of the **Library Bill of Rights** states: "A person's right to use a library should not be denied or abridged because of origin, age, background or views."

The "right to use a library" encompasses all of the resources the library offers, including the right to attend library initiated programs. Libraries do not deny or abridge access to library resources, including library initiated programs, based on an individual's economic background and ability to pay.

Adopted January 27, 1982. Amended June 26, 1990, by the ALA Council.

Reprinted by permission of the American Library Association.

RESTRICTED ACCESS OF LIBRARY MATERIALS

An Interpretation of the **Library Bill of Rights**

Restricting access of certain titles and classes of library materials is a practice common to many libraries in the United States. Collections of these materials are referred to by a variety of names such as "closed shelf," "locked case," "adults only," or "restricted shelf."

Three reasons generally advanced to justify restricted access are:

- (1) It provides a refuge for materials that belong in the collection but which may be considered "objectionable" by some library patrons;
- (2) It provides a means for controlling distribution of materials to those who are allegedly not "prepared" for such materials, or who have been labeled less responsible, because of experience, education, or age;
- (3) It provides a means to protect certain materials from theft and mutilation.

Restricted access to library materials is frequently in opposition to the principles of intellectual freedom. While the limitation differs from direct censorship activities, such as removal of library materials or refusal to purchase certain publications, it nonetheless constitutes censorship, albeit in a subtle form. Restricted access often violates the spirit of the **Library Bill of Rights** in the following ways:

- (1) It violates that portion of Article 2 which states that ". . . no library materials should be proscribed . . . because of partisan or doctrinal disapproval."

"Materials . . . proscribed" as used in Article 2 includes "suppressed" materials. Restricted access achieves *de facto* suppression of certain materials.

Even when a title is listed in the catalog with a reference to its restricted status, a barrier is placed between the patron and the publication. Because a majority of materials placed in restricted collections deal with controversial, unusual, or "sensitive" subjects, asking a librarian or circulation clerk for them may be embarrassing for patrons desiring the materials. Because restricted collections are often composed of materials which some library patrons consider "objectionable," the potential user is predisposed to thinking of the materials as "objectionable," and may be reluctant to ask for them. Although the barrier between the materials and the patron is psychological, it is nonetheless a limitation on access to information.

- (2) It violates Article 5, which states that, "A person's right to use a library should not be denied or abridged because of . . . age. . . ."

Limiting access of certain materials only to adults abridges the use of the library for minors. Access to library materials is an integral part of the right to use a

library. Such restrictions are generally instituted under the assumption that certain materials are “harmful” to minors, or in an effort to avoid controversy with adults who might think so.

Libraries and library boards who would restrict the availability of materials to minors because of actual or anticipated parental objection should bear in mind that they do not serve *in loco parentis*. The American Library Association holds that it is parents — and only parents — who may restrict their children —and only their children — from access to library materials and services. Parents who would rather their children not have access to certain materials should so advise their children.

When restricted access is implemented solely to protect materials from theft or mutilation, the practice may be legitimate. However, segregation of materials to protect them must be administered with extreme attention to the reason for restricting access. Too often only “controversial” materials are the subject of such segregation, indicating that factors other than theft and mutilation — including content — were the true considerations. When loss rates of items popular with young people are high, this cannot justify the labeling of all minors as irresponsible and the adoption of prejudiced restrictions on the right of minors to use library services and materials.

Selection policies, carefully developed to include principles of intellectual freedom and the **Library Bill of Rights**, should not be vitiated by administrative practices such as restricted access.

*See also **Free Access to Libraries For Minors**, adopted June 30, 1972; amended July 1, 1981, by the ALA Council.

Adopted February 2, 1973; amended July 1, 1981, by the ALA Council.

Reprinted by permission of the American Library Association.

STATEMENT ON LABELING

An Interpretation of the **Library Bill of Rights**

Labeling is the practice of describing or designating material by affixing a prejudicial label and/or segregating them by a prejudicial system. The American Library Association opposes these means of predisposing people's attitudes toward library materials for the following reasons:

1. Labeling is an attempt to prejudice attitudes and as such, it is a censor's tool.
2. Some find it easy and even proper, according to their ethics, to establish criteria for judging publications as objectionable. However, injustice and ignorance rather than justice and enlightenment result from such practices, and the American Library Association opposes the establishment of such criteria.
3. Libraries do not advocate the ideas found in their collections. The presence of books and other resources in a library does not indicate endorsement of their contents by the library.

A variety of private organizations promulgate rating systems and/or review materials as a means of advising either their members or the general public concerning their opinions of the contents and suitability or appropriate age for use of certain books, films, recordings, or other materials. For the library to adopt or enforce any of these private systems, to attach such ratings to library materials, to include them in bibliographic records, library catalogs, or other finding aids, or otherwise to endorse them would violate the **Library Bill of Rights**.

While some attempts have been made to adopt these systems into law, the constitutionality of such measures is extremely questionable. If such legislation is passed which applies within a library's jurisdiction, the library should seek competent legal advice concerning its applicability to library operations.

Publishers, industry groups, and distributors sometimes add ratings to material or include them as part of their packaging. Librarians should not endorse such practices. However, removing or obliterating such ratings - if placed there by or with permission of the copyright holder - could constitute expurgation, which is also unacceptable.

The American Library Association opposes efforts which aim at closing any path to knowledge. This statement, however, does not exclude the adoption of organizational schemes designed as directional aids or to facilitate access to materials.

Adopted July 13, 1951. Amended June 25, 1971; July 1, 1981; June 26, 1990, by the ALA Council.

Reprinted by permission of the American Library Association.

THE UNIVERSAL RIGHT TO FREE EXPRESSION

An Interpretation of the **Library Bill of Rights**

Freedom of expression is an inalienable human right and the foundation for self-government. Freedom of expression encompasses the freedoms of speech, press, religion, assembly, and association, and the corollary right to receive information.

The American Library Association endorses this principle, which is also set forth in the **Universal Declaration of Human Rights**, adopted by the United Nations General Assembly. The Preamble of this document states that "... recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice, and peace in the world ..." and "... the advent of a world in which human beings shall enjoy freedom of speech and belief and freedom from fear and want has been proclaimed as the highest aspiration of the common people ... "

Article 18 of this document states:

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

Article 19 states:

Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media regardless of frontiers.

Article 20 states:

1. Everyone has the right to freedom of peaceful assembly and association.
2. No one may be compelled to belong to an association.

We affirm our belief that these are inalienable rights of every person, regardless of origin, age, background, or views. We embody our professional commitment to these principles in the **Library Bill of Rights** and **Code of Professional Ethics**, as adopted by the American Library Association.

We maintain that these are universal principles and should be applied by libraries and librarians throughout the world. The American Library Association's policy on International Relations reflects these objectives: "... to encourage the exchange, dissemination, and access to information and the unrestricted flow of library materials in all formats throughout the world."

We know that censorship, ignorance, and limitations on the free flow of information are the tools of tyranny and oppression. We believe that ideas and information topple the walls of hate and fear and build bridges of cooperation and understanding far more effectively than weapons and armies.

The American Library Association is unswerving in its commitment to human rights and intellectual freedom; the two are inseparably linked and inextricably entwined. Freedom of opinion and expression is not derived from or dependent on any form of government or political power. This right is inherent in every individual. It cannot be surrendered, nor can it be denied. True justice comes from the exercise of this right.

We recognize the power of information and ideas to inspire justice, to restore freedom and dignity to the oppressed, and to change the hearts and minds of the oppressors.

Courageous men and women, in difficult and dangerous circumstances throughout human history, have demonstrated that freedom lives in the human heart and cries out for justice even in the face of threats, enslavement, imprisonment, torture, exile, and death. We draw inspiration from their example. They challenge us to remain steadfast in our most basic professional responsibility to promote and defend the right of free expression.

There is no good censorship. Any effort to restrict free expression and the free flow of information aids the oppressor. Fighting oppression with censorship is self-defeating.

Threats to the freedom of expression of any person anywhere are threats to the freedom of all people everywhere. Violations of human rights and the right of free expression have been recorded in virtually every country and society across the globe.

In response to these violations, we affirm these principles:

- o The American Library Association opposes any use of governmental prerogative that leads to the intimidation of individuals which prevents them from exercising their rights to hold opinions without interference, and to seek, receive, and impart information and ideas. We urge libraries and librarians everywhere to resist such abuse of governmental power, and to support those against whom such governmental power has been employed.
- o The American Library Association condemns any governmental effort to involve libraries and librarians in restrictions on the right of any individual to hold opinions without interference, and to seek, receive, and impart information and ideas. Such restrictions pervert the function of the library and violate the professional responsibilities of librarians.
- o The American Library Association rejects censorship in any form. Any action which denies the inalienable human rights of individuals only damages the will to resist oppression, strengthens the hand of the oppressor, and undermines the cause of justice.

- o The American Library Association will not abrogate these principles. We believe that censorship corrupts the cause of justice, and contributes to the demise of freedom.

Adopted by the ALA Council, January 16, 1991.

Reprinted by permission of the American Library Association.

NOTES

POLICY ON CONFIDENTIALITY OF LIBRARY RECORDS*

The Council of the American Library Association strongly recommends that the responsible officers of each library, cooperative system, and consortium in the United States:

1. Formally adopt a policy which specifically recognizes its circulation records and other records identifying the names of library users to be confidential in nature.
2. Advise all librarians and library employees that such records shall not be made available to any agency of state, federal, or local government except pursuant to such process, order, or subpoena as may be authorized under the authority of, and pursuant to, federal, state, or local law relating to civil, criminal, or administrative discovery procedures or legislative investigative power.
3. Resist the issuance or enforcement of any such process, order, or subpoena until such time as a proper showing of good cause has been made in a court of competent jurisdiction.**

*Note: See also **ALA Policy Manual 54.16 - Code of Ethics**, point #3, "Librarians must protect each user's right to privacy with respect to information sought or received, and materials consulted, borrowed, or acquired."

**Note: Point 3, above, means that upon receipt of such process, order, or subpoena, the library's officers will consult with their legal counsel to determine if such process, order, or subpoena is in proper form and if there is a showing of good cause for its issuance; if the process, order, or subpoena is not in proper form or if good cause has not been shown, they will insist that such defects be cured.

Adopted January 20, 1971; revised July 4, 1975, July 2, 1986, by the ALA Council.

Reprinted by permission of the American Library Association.

SUGGESTED PROCEDURES FOR IMPLEMENTING "POLICY ON CONFIDENTIALITY OF LIBRARY RECORDS"

When drafting local policies, libraries should consult with their legal counsel to insure these policies are based upon and consistent with applicable federal, state, and local law concerning the confidentiality of library records, the disclosure of public records, and the protection of individual privacy.

Suggested procedures include the following:

1. The library staff member receiving the request to examine or obtain information relating to circulation or other records identifying the names of library users, will immediately refer the person making the request to the responsible officer of the institution, who shall explain the confidentiality policy.
2. The director, upon receipt of such process, order, or subpoena, shall consult with the appropriate legal officer assigned to the institution to determine if such process, order, or subpoena is in good form and if there is a showing of good cause for its issuance.
3. If the process, order, or subpoena is not in proper form or if good cause has not been shown, insistence shall be made that such defects be cured before any records are released. (The legal process requiring the production of circulation or other library records shall ordinarily be in the form of subpoena "*duces tecum*" [bring your records] requiring the responsible officer to attend court or the taking of his/her disposition and may require him/her to bring along certain designated circulation or other specified records.)
4. Any threats or unauthorized demands (i.e., those not supported by a process, order, or subpoena) concerning circulation and other records identifying the names of library users shall be reported to the appropriate legal officer of the institution.
5. Any problems relating to the privacy of circulation and other records identifying the names of library users which are not provided for above shall be referred to the responsible officer.

Adopted by the ALA Intellectual Freedom Committee, January 9, 1983; revised January 11, 1988.

Reprinted by permission of the American Library Association.

REQUEST FOR RECONSIDERATION OF LIBRARY MATERIALS

Sample Complaint Form

*(This space is used to identify who in your library has authorized use of the form—
Director, Board of Trustees, etc. - and to whom to return the form.)*

Name _____ Date _____

Address _____

City _____ State _____ Zip _____

1. Resource on which you are commenting:

_____ Book

_____ Audiovisual Resource

_____ Magazine

_____ Content of Library Program

_____ Newspaper

_____ Other

Title _____

Author/Producer _____

2. What brought this title to your attention?

3. Please comment on the resource as a whole as well as being specific on those matters
which concern you. (Use other side if needed.) Comment:

4. What resource(s) do you suggest to provide additional information on this topic?

Signature

ALA OFFICE FOR INTELLECTUAL FREEDOM - CENSORSHIP DATABASE FORM

Office Use Only

OIF Record No.:

Date of Report:

Filed by:

I. Object of Challenge:

Title:

Copyright/Issue Date:

Author/Performer(s):

(last, first name)

Publisher/Producer:

Print: ☐ Book ☐ Textbk ☐ Mag. ☐ Nwsppr. ☐ Pamph. ☐ Play ☐ Student Publ.

Non-Print: ☐ Artwork ☐ Film ☐ Photo ☐ Sound Recording ☐ Video

Or: ☐ Collection ☐ Exhibit ☐ Performance ☐ Speech ☐ Other:

Grounds For Challenge: (check all applicable)

1. Cultural

☐ Anti-Ethnic

☐ Insensitivity

☐ Racism

☐ Sexism

2. Sexual

☐ Homosexuality

☐ Nudity

☐ Sex Education

☐ Sexually Explicit

3. Values

☐ Anti-Family

☐ Offensive Language

☐ Political Viewpoint

☐ Religious Viewpoint

☐ Unsited to Age Group

4. Social Issues

☐ Abortion

☐ Drugs

☐ Occult/Satanism

☐ Suicide

☐ Violence

5. ☐ OTHER:

II. Initiator of Challenge:

Individual: ☐ Administrator ☐ Bd Member ☐ Clergy ☐ Parent ☐ Teacher ☐ Patron

Group: ☐ Government ☐ Pressure Group ☐ Religious Orgn. ☐ Other

Organizations Supporting Challenge:

III. Institution Being Challenged:

Name:

Phone:

Address:

City:

State:

Zip:

School-Related: ☐ School or ☐ School Library: Grade Level ☐ to ☐

Other Library: ☐ Academic ☐ Public ☐ Prison ☐ Special

Or: ☐ Community Group ☐ Museum/Gallery ☐ Publisher

☐ Student Group ☐ Theatre

☐ Other:

Person Reporting (optional):

Title:

Address/Phone (if different from above):

Please note: *This information is for statistical use only, and will be kept confidential.*

Feel free to attach news clippings or other supporting material. Return to:

Office for Intellectual Freedom, 50 East Huron Street, Chicago, IL 60611

THE FREEDOM TO READ STATEMENT

Excerpts

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.
2. Publishers, librarians and book sellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral or aesthetic views as a standard for determining what books should be published or circulated.
3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.
4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents or to inhibit the efforts of writers to achieve artistic expression.
5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.
6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.
7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

NOTE: "*Books*" as used in this statement include all kinds of materials acquired for library use.

A joint statement by the American Library Association and the Association of American Publishers originally issued in May of 1953, and revised in January, 1972.

FREEDOM TO VIEW STATEMENT

The **Freedom to View**, along with the freedom to speak, to hear, and to read is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Therefore these principles are affirmed:

1. To provide the broadest possible access to film, video, and other audiovisual materials because they are a means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantee of freedom of expression.
2. To protect the confidentiality of all individuals and institutions using film, video, and other audiovisual materials.
3. To provide film, video, and other audiovisual materials which represent a diversity of views and expression. Selection of a work does not constitute or imply agreement with or approval of the content.
4. To provide a diversity of viewpoints without the constraint of labeling or prejudging film, video and other audiovisual materials on the basis of the moral, religious, or political beliefs of the producer or filmmaker or on the basis of controversial content.
5. To contest vigorously, by all lawful means, every encroachment upon the public's freedom to view.

This statement was originally drafted by the Freedom to View Committee of the American Film and Video Association (formerly the Educational Film Library Association) and was adopted by the AFVA Board of Directors in February 1979. This statement was updated and approved by the AFVA Board of Directors in 1989.

Endorsed by the ALA Council, January 10, 1990.

THE NATIONAL PLAN

National Commission on Libraries and Information Science

The National Commission on Libraries and Information Science was created by an Act of Congress in 1970 as a permanent, independent agency within the executive branch. The commission is charged with recommending to the Congress and the President plans for the provision of library and information services and for the coordination of activities at the federal, state, and local levels.

Responsibility for the development of plans to implement the states' policy was given to this commission composed of five librarians, or information specialists, and ten citizens.

In 1979, the NCLIS conducted a White House Conference on Library and Information Services, the first such national forum to discuss library and information needs and how these needs should be met and funded.

In 1988, legislation was passed authorizing a second White House Conference on Libraries. It will be held in Washington, D.C., in July 1991. The White House Conference will again look at and set national goals for library service in the country. It will focus national attention on library service. It will inform and involve many citizens in setting the library agenda for the next decade. Ultimately, it will result in better state and national laws for libraries and in much-needed funding for libraries.

The primary focus of the 1991 conference will be three issues:

1. Libraries and our rights in a democracy.
2. Libraries and productivity in American business.
3. Libraries and literacy.

The White House Conference is a national citizen's forum on libraries at which the people say what they want their libraries to be and to do. It is a unique national consensus and goal-setting library meeting.

The National Commission on Libraries and Information Science address is:

National Committee on Libraries and Information Services
1717 K. Street, NW, Suite 601
Washington, D.C. 20035

NOTES

CONTACTING YOUR LEGISLATOR

Personal visits. Face to face discussion is the most effective means of communication. A meeting is more easily arranged early in a session, before pressures build up. Be sure you have a firm appointment.

Take along others—library director, trustee, Friend, citizen activist, representative of a community organization. Keep the delegation small enough for any easy exchange of viewpoints with the legislator. Leave your card and any written information you have prepared. Follow up with a letter of appreciation and include any additional information suggested by the visit.

Telephone calls. Once you have become acquainted with your legislator, telephone calls are appropriate. Make them sparingly because the legislator's time is heavily occupied. Regular contact with the legislator's staff is desirable.

Telephone to ask support before a hearing or floor vote or to convey urgent local concern. Judge how far to push by the reaction.

Letters. These are the chief fuel which powers any legislative vehicle. They are read. They elicit response. They represent votes.

Letters may be formal or informal, typewritten or handwritten. They should be composed by you, giving your reasons for your position (and giving the legislator reasons to support it). If you are asking support for a particular bill, cite it by number and author, and give its title or subject matter.

Telegrams, mailgrams, and fax. These are fast, easy ways to communicate with legislators when the need for action is critical.

Five Basic Rules for Effective Communication

1. **Be Brief.** A legislator's time is limited. So is yours.
2. **Be Appreciative.** Acknowledge past support and convey thanks for current action.
3. **Be Specific.** Refer to local library needs.
4. **Be Informative.** Give reasons why a measure should be supported.
5. **Be Courteous.** Ask; do not demand or threaten. Be positive but polite.

Adapted from *Ways to Communicate with Legislators*, ALA Washington Office.

WRITING TO LEGISLATORS

Helpful Hints

1. Keep the letter short, rarely more than one page. Type if you can; otherwise, write clearly.
2. Write it in your own words and include your own thoughts.
3. Cover only one issue; save other issues for later letters.
4. Show your familiarity with the subject and with the current status of the legislation (mention the bill number if possible.) This will indicate that you are serious about the issue, unlike the casual, uninformed correspondents who produce the bulk constituent mail.
5. Be specific as to what you want your representative to do.
6. Give reasons for your position. Cite your own experience and findings if possible. If the bill has a local impact, indicate that fact so that your representative realizes that the bill has a direct effect on his/her district.
7. Ask your representative a direct question about his/her own position on the bill. You want to receive a clear answer, not a form letter. If you are requesting an appointment, give alternate times if possible, and ask for a reply.
8. Don't mention your membership in any organization unless it is directly related to an experience you are describing. The individual citizen's letter is what counts, not the letter choreographed and inspired by an organization.
9. If you can, mention your legislator's vote on a recent issue to show your awareness of his/her record.
10. In general, be helpful rather than threatening. You can best show your genuine concern for the issue by offering to provide further information on the subject. (After all, information management is our business.)
11. When the legislature is in session, address all letters to your representatives in Washington or the state capitol. At other times, write them in care of their home addresses, if available.
12. Finally, remember: *Any letter is better than no letter!* Postcards are second best.

Source: Friends of Libraries U.S.A.

ELEVEN POINTS TO EFFECTIVE LOBBYING

1. Make an appointment to visit your legislator.
2. Identify yourself and/or the organization you represent.
3. Make sure you inform the legislator that you are a registered voter in his/her district, if applicable.
4. Be prepared. Deal in facts. Leave supporting documents.
5. Get your point across in the fewest possible words.
6. Don't argue, name call, or threaten.
7. Give the legislator a chance to express his/her point of view and be a good listener.
8. Don't be afraid to admit ignorance on special points. Say you will find the answer and report back.
9. Even if turned down, leave on a friendly note since you may want to join forces on another issue or get back later on the original issue in question.
10. Give special recognition to the legislators who are known to be on your side, and ask them for advice and help in reaching other legislators.
11. If lobbying with a group, one person should speak on behalf of the group.

Source: Friends of Libraries U.S.A.

NOTES

ETHICS STATEMENT FOR PUBLIC LIBRARY TRUSTEES

Trustees must promote a high level of library service while observing ethical standards.

Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues or the institution.

It is incumbent on any trustee to disqualify himself or herself immediately whenever the appearance of a conflict of interest exists.

Trustees must distinguish clearly in their actions and statements between their personal philosophy and attitudes and those of the institution, acknowledging the formal position of the board even if they personally disagree.

A trustee must respect the confidential nature of library business while being aware of and in compliance with applicable laws governing freedom of information.

Trustees must be prepared to support to the fullest the efforts of librarians in resisting censorship of library materials by groups or individuals.

Trustees who accept membership on a library board are expected to perform all of the functions of library trustees.

Approved by the PLA Board of Directors and the ALTA Board of Directors, July 8, 1985.

GOLDEN RULES FOR BOARD MEMBERS

1. Leave the actual management of the library to the library director. It is the librarian's responsibility to select books, employ the staff, and supervise day-to-day operations.
2. After a policy or rule is adopted by the majority vote of the library board, do not criticize or revoice your opposition publicly.
3. Respect confidential information. Do not divulge information regarding future board actions or plans until such action is officially taken.
4. Observe publicity and information policies of the board and library. Do not give information individually but refer requests to the librarian or appropriate representative to interpret policies.
5. Treat staff members and librarian in an objective manner. Under no circumstances listen to grievances of staff members or treat individual problems on your own. The librarian is in charge of the staff and has administrative control up to the point where a grievance is presented to the library board as a whole.
6. Do not suggest hiring a relative as library employee or two members of the same family.
7. All rules and policies directed to the librarian must be approved by a quorum of the board at a regular meeting. Even the president should abide by this rule.
8. Do not hold board meetings without the librarian.
9. Complaints from the public are the librarian's responsibility. Continued dissatisfaction and problems should be taken up at the board meeting only if policy revision is necessary or legal ramifications are involved.
10. Assume your full responsibility as a board member. If you are unable to attend meetings regularly and complete work delegated to you, resign so that an active member can be appointed.

NOTES

NOTES

NOTES

NOTES

K&M Company

TORRANCE, CA 90503

VB11-10

UNIVERSITY OF ILLINOIS-URBANA

Q.021.8209755P278V C001
VIRGINIA PUBLIC LIBRARY TRUSTEE HANDBOOK



3 0112 018582954